

MEETING

ADULTS AND SAFEGUARDING COMMITTEE

DATE AND TIME

THURSDAY 10TH NOVEMBER, 2016

AT 7.00 PM

VENUE

COMMITTEE ROOM 1, HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF ADULTS AND SAFEGUARDING COMMITTEE (Quorum 3)

Chairman: Councillor Sachin Rajput

Vice Chairman: Councillor Tom Davey

Councillor Paul Edwards

Councillor Claire Farrier

Councillor Helena Hart

Councillor Dr Devra Kay

Councillor David Longstaff

Councillor Reuben Thompstone

Councillor Reema Patel

Substitute Members

Councillor Anthony Finn

Councillor Anne Hutton

Councillor Brian Gordon

Councillor Daniel Thomas

Councillor Jim Tierney

Councillor Jess Brayne

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Monday 7th November at 10AM. Requests must be submitted to Edward Gilbert, edward.gilbert@barnet.gov.uk, 020 8359 3469

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact: Edward Gilbert, edward.gilbert@barnet.gov.uk, 020 8359 3469

Media Relations contact: Sue Cocker 020 8359 3469

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	5 - 10
2.	Members' Items (if any)	
3.	Absence of Members	
4.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
5.	Report of the Monitoring Officer (if any)	
6.	Public Questions and Comments (if any)	
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8.	Extension of Extra Care Services	49 - 80
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12.	Any other items that the Chairman decides are urgent	

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Decisions of the Adults and Safeguarding Committee

19 September 2016

Members Present:-

AGENDA ITEM 1

Councillor Sachin Rajput (Chairman)
Councillor Tom Davey (Vice-Chairman)

Councillor Paul Edwards
Councillor Claire Farrier
Councillor Helena Hart
Councillor David Longstaff

Councillor Reema Patel
Councillor Reuben Thompstone
Councillor Anne Hutton (In place of Councillor
Dr Devra Kay)

Apologies for Absence

Councillor Dr Devra Kay

1. MINUTES

The Chairman, Councillor Sachin Rajput welcomed all attendants to the meeting.

The Committee considered the minutes of the last meeting.

RESOLVED that the minutes of the last meeting be agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Dr. Devra Kay, who was substituted for by Councillor Anne Hutton.

3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

Councillor Reema Patel declared a non pecuniary interest in relation to Agenda Item 8 (Revised Business Case on Adult Social Care Alternative Delivery Vehicle and Implementation of the New Operating Model) by virtue of being a member of Unison.

Councillor Claire Farrier declared a non pecuniary interest in relation to Agenda Item 8 (Revised Business Case on Adult Social Care Alternative Delivery Vehicle and Implementation of the New Operating Model) by virtue of being a member of Unison.

Councillor Paul Edwards declared a non pecuniary interest in relation to Agenda Item 8 (Revised Business Case on Adult Social Care Alternative Delivery Vehicle and Implementation of the New Operating Model) by virtue of being a retired member of Unison.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

There were none.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

There were none.

6. MEMBERS' ITEMS (IF ANY)

There were none.

THE CHAIRMAN ANNOUNCED A VARIATION IN THE ORDER OF THE AGENDA, WITH AGENDA ITEM 12 - ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT - BEING CONSIDERED NEXT.

7. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

The Chairman informed the Committee that on the 5 September 2016, the Council's Enablement contract had changed from being provided by Housing 21 to a company called Aquaflo Care and that during the transfer, an issue had arisen.

The Chairman made the following points which were noted by the Committee:

- That the Council has over 400 contracts for the support of adults in the Borough.
- That Council Officers had been working very closely with Aquaflo Care to resolve the situation.
- That Aquaflo Care is registered to provide care with the CQC.
- That Aquaflo Care provides services in the London Borough of Bexley as well as other areas and is an established provider.

The Chairman advised that he would like the Committee to receive a report at a future meeting in order to provide an update on the matter. The Chairman noted that Councillor Patel had provided him with information that she would like to be addressed and that this had been passed to the Commissioning Director for Adults and Health for inclusion in the future report.

At the invitation of the Chairman, Mathew Kendall, Adults and Communities Director informed the Committee that the contract had been awarded to Aquaflo Care following a full procurement process. Mr. Kendall noted that the issues with the new provider included missed and late calls for people using the services. Mr. Kendall advised the Committee that in response, the Council had proactively contacted families to ensure that each individual case was picked up on, and made amendments to care where necessary. The Committee noted that no new referrals would be made to the Enablement service whilst the issues were being stabilised and that the Council was using alternative provision from its other contracted providers to meet people's needs. Mr. Kendall advised the Committee that there were also many people receiving a good service from the provider. Mr. Kendall further noted that the nature of enablement meant that people would generally receive care for a period of up to six weeks in order to enable them to return to independence.

The Committee noted that Aquaflo Care has been established for 10 years and that it had been inspected by the CQC in other areas including Bexley and Wandsworth.

A Member questioned if anyone had been readmitted to hospital as a result of the issues with the contract. Mr. Kendall informed the Committee that he was not aware of anyone who went back into hospital as a direct result of the issues.

The Committee noted that a report addressing the concerns as set out above would be received at a future date.

RESOLVED that the Committee note the urgent item.

8. BARNET MULTI-AGENCY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2015/16

The Chairman introduced the Barnet Multi-Agency Safeguarding Adults Board Annual Report 2015-16, which as a result of The Care Act 2014, is now a statutory requirement.

The Chairman invited Chris Miller, the Independent Chair of the Safeguarding Adults Board to the table.

Mr. Miller noted that the Barnet Multi-Agency Safeguarding Board (BSAB) was a coalition of partners including the Local Authority, Clinical Commissioning Group and Police with the purpose of working together to protect people in need of care and support. Mr. Miller advised that the report covered the performance of the Board over the last year, following the presentation of the Board's business plan which was received by the Adults and Safeguarding Committee at their meeting on 16 June 2016.

A Member questioned if there was anything that Members could do in order to increase funding contribution made by the Metropolitan Police. Mr. Miller noted that he would consider raising this issue in a public forum in due course.

Responding to a question from a Member on if enough is being done to promote awareness of disabled victims of hate crime, Mr. Miller advised the Committee that often, disabled people do not necessarily realise when they suffer such treatment and that the Board would be undertaking a piece of work over the next two years under the "Access to Justice" priority.

The Committee welcomed the fact that during 2015/16, the Board received a total of 1215 safeguarding concerns, representing a 59% increase on the previous year.

The Chairman requested that the following changes be made to the Safeguarding Adults Board Annual Report 2015-16 prior to its publication:

- That final paragraph on page 10 of the report be amended to include the following text: "...and section 44 Mental Capacity Act offences involving 'vulnerable adults' who are ill-treated or neglected by those caring for them"
- That a lower case "C" is used for the word, "collated" on page 11 of the report.

The Chairman moved to the vote on the recommendations as set out in the report. It was unanimously RESOLVED that:

1. **The Adults and Safeguarding Committee comment on the Safeguarding Adults Board Annual Report 2015-16**
2. **The Committee note that following the Adults and Safeguarding Committee meeting on 19th September, the Annual Report will be published on the Council website.**

9. REVISED BUSINESS CASE ON ADULT SOCIAL CARE ALTERNATIVE DELIVERY VEHICLE AND IMPLEMENTATION OF THE NEW OPERATING MODEL

The Chairman introduced the report, which presented the findings of the public consultation for a revised business case on the adult social care alternative delivery model and the implementation of the new operating model.

The Chairman commented that there were two options presented within the recommendations put to the Committee and advised that due to significant changes in the NHS landscape, NHS colleagues would need time to formulate their element of a delivery model.

The Chairman noted that Officers had suggested that a further report be bought back to Committee in 2017 and requested that the report be scheduled for the Committee's meeting on 6 March 2017.

The Chairman MOVED the following amendment to recommendation 4:

- 4. That the Adults and Safeguarding Committee agrees to the continued development of two delivery vehicle options: a reformed in-house service and a shared service with the NHS, with a further report to be brought to the Committee in March 2017, containing more detail on the NHS shared service option.**

The Committee unanimously agreed to this amendment, and the motion was CARRIED to become the substantive motion.

The Chairman MOVED the following motion:

- 5. That the Adults and Safeguarding Committee instructs officers to ensure that in developing the NHS shared service option, democratic involvement and accountability in adult social care and integrated health and care is maintained; and that the specific proposal on the NHS shared service option to be presented to Committee describes explicitly the governance arrangements for this.**

The motion was unanimously carried and became the substantive motion.

A Member welcomed that the “Public Service Mutual” option had not been recommended for development as an option and commented that this demonstrated how seriously the Council took the views of the public.

The Committee queried if the recommendations were approved as set out above, it would still be possible for the Committee to consider a third option with Barnet operating with one or more local authorities whilst as a part of the NHS shared service, should this be felt appropriate at the time. The lawyer in attendance confirmed that this would be the case.

Members requested that the future report coming back to Committee contains the following detail:

- More information on a strength-based assessment and social work practice
- The implications on the workforce.

The Chairman moved to the vote on recommendations 1 – 3 as set out in the report. The recommendations were unanimously agreed.

The Chairman moved to the vote on the amended recommendation 4 as set out above. The recommendation was unanimously agreed.

The Chairman moved to the vote on the substantive motion which had become recommendation 5. The recommendation was unanimously agreed.

RESOLVED that:

- 1. That the Adults and Safeguarding Committee considers the findings of the consultation on the new operating model and the alternative delivery vehicle.**
- 2. That the Adults and Safeguarding Committee agrees to the implementation of the new operating model within the current service.**
- 3. That the Adults and Safeguarding Committee notes the context of long term planning for the NHS through the Sustainability and Transformation Planning process.**

4. That the Adults and Safeguarding Committee agrees to the continued development of two delivery vehicle options: a reformed in-house service and a shared service with the NHS, with a further report to be brought to the Committee in March 2017, containing more detail on the NHS shared service option.
5. That the Adults and Safeguarding Committee instructs officers to ensure that in developing the NHS shared service option, democratic involvement and accountability in adult social care and integrated health and care is maintained; and that the specific proposal on the NHS shared service option to be presented to Committee describes explicitly the governance arrangements for this.

10. BARNET SPORT & PHYSICAL ACTIVITY STRATEGY: FIT & ACTIVE BARNET FRAMEWORK 2016 - 2021

The Chairman introduced the report, which set out the draft Fit and Active Barnet Framework 2016-2021.

The Chairman noted that subject to the approval of recommendations outlined within the report, the Sport & Physical Activity Team would work to co-ordinate the following activity:

Area	Month	Lead
Public Consultation	September – October 2016	SPA Team
Final Fit & Active Barnet Framework 2016 – 2021	November 2016	SPA Team
Fit & Active Barnet Partnership established	January 2017	SPA Team

Ms. Wakeling informed the Committee that Barnet benefitted from a wide range of sports clubs, active schools and a public health team and noted that partnership was a key way to bring those groups together to increase participation in physical activity in Barnet. Ms. Wakeling also advised that the Officers would like to undertake further public consultation and come back to Committee with a final framework, with the intention of the strategy going live January 2017.

Members of the Committee commented that many people would participate in physical activity such as walking, but not sport. Officers noted this point.

A Member commented on the return on investment from sports programmes and questioned if there were any negotiations with the Police on investment. Ms. Bridger advised the Committee that the intention in developing the framework was that it became a collaborative document so that whilst the Local Authority bore the brunt of the cost, it would become a consortia approach within Barnet. The Chairman requested that this matter be addressed in future reports coming to the Committee.

The Chairman moved to the recommendations as set out in the report. It was unanimously RESOLVED that:

1. The Adults & Safeguarding Committee approves the draft Fit & Active Barnet Framework 2016 – 2021 for public consultation.
2. The Adults & Safeguarding Committee notes a final Fit & Active Barnet Framework 2016-2021 will be reported back to Committee.
3. The Adults & Safeguarding Committee notes a review of the Fit & Active Barnet Strategy 2016 -2021 will be reported to Committee in 2018.
4. The Adults & Safeguarding Committee notes that a Fit & Active Barnet Partnership will be set up to deliver the outcomes within the framework.

11. MEMBER'S ITEM REFERRAL FROM POLICY AND RESOURCES COMMITTEE: CLLR ROSS HOUSTON - RETIREMENT AND SHELTERED HOUSING

The Chairman introduced the report, which provided the Committee with a briefing note in relation to the authorities' roles and responsibilities in relation to safeguarding in retirement homes and sheltered housing.

The Committee noted that as the Council does not purchase retirement or sheltered accommodation, it does not have any right of entry or powers to oversee, inspect or intervene unless safeguarding concerns have been raised in respect to an individual resident.

A Member questioned when "Enter and View" reports, which are undertaken by Healthwatch Barnet can be carried out. The Chairman invited Mike Rich, the Head of Healthwatch Barnet who was in attendance, to the table. Mr. Rich informed the Committee that "Enter and View" powers only enable Healthwatch representatives to go into residential care home and health settings if at least one person is funded via the public purse. The Committee noted that Healthwatch Barnet has done some engagement in such settings as blocks of residential flats where there are shared lounges, but that the access granted had been done so on a voluntarily basis and was focussed on other care services provided there. The Committee noted that Healthwatch would never expect to look into people's homes.

During the consideration of this item, Councillor Claire Farrier declared a non-pecuniary interest by virtue of living in retirement housing.


RESOLVED that the Committee note the report.

12. COMMITTEE FORWARD WORK PROGRAMME

The Committee considered the Forward Work Programme as set out in the report. The Committee noted that they would now receive a further report on the Alternative Delivery Vehicle at their meeting in March 2017.

RESOLVED that the Committee note the Forward Work Programme.

The meeting finished at 8.49 pm

	<p>Adults and Safeguarding Committee</p> <p>10th November 2016</p>
<p style="text-align: right;">Title</p>	<p>Your Choice Barnet Consultation</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director Adults and Health</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Non-key</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: YCB Consultation Report Appendix B: Equalities Impact Assessment</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Julie Riley, Director of Care and Support the Barnet Group Julie.riley@yourchoicebarnet.org</p> <p>Caroline Glover, Commissioning Lead Caroline.Glover@barnet.gov.uk</p>

Summary

Your Choice (Barnet) Ltd (YCB) is part of the Barnet Group. It provides social care support to people with learning disabilities, including autism, and their families or carers. YCB provides supported living services, day services and a respite support service. The Council's current agreement with YCB is due to end on 31st January 2017.

On 16 June 2016, the Adults and Safeguarding Committee agreed that the Council would enter into a new contract with YCB for five years and two months, from the 1st February 2017 to 31st March 2022, subject to consultation on the proposals for a new agreement. The Council agreed that all current YCB services would continue, whilst increasing support to service users to move towards more independent living and to participate in the workplace. The Committee agreed to a period of public consultation with service users, carers and key stakeholders on the proposals for a new agreement, to take place from July 2016 for a period of 12 weeks.

This report sets out the findings of consultation with key stakeholders on the proposals for a new YCB agreement and asks Committee to confirm its final agreement to the proposals for the new contract, which were agreed subject to consultation in June.

Recommendations

- 1. That the Committee notes the findings of the consultation with key stakeholders on the proposals for the new YCB agreement were predominantly positive.**
- 2. That the Committee agrees that following the findings of the public consultation, that the new contract with YCB will include all current YCB services, whilst increasing support to service users to move towards more independent living and to participate in the workplace.**
- 3. That the Committee notes that the issues that were raised by stakeholders were addressed through the consultation process and will be monitored through on-going engagement.**
- 4. That the Committee notes that the outcomes of the consultation with key stakeholders will be used to further develop the content of new YCB service approaches, individual support plans and to ensure that the appropriate assurances are in place.**
- 5. That the Committee notes that engagement with YCB service users and their families, YCB staff and other key stakeholders will be an on-going process to ensure that YCB develops its services and supports individuals in a way that is person-centred and enabling.**

1. WHY THIS REPORT IS NEEDED

1.1 On 16 June 2016 a report went to Adults and Safeguarding Committee setting out proposals for the future of the Your Choice (Barnet) Ltd agreement with the Council from the 1 February 2017. The Committee:

- Agreed that the Council enter into a contract with Your Choice (Barnet) Ltd (YCB) for five years and two months, from the 1st February 2017 to 31st March 2022, with an extension period of 2 years and a break clause at year three.
- Agreed the proposals to continue all current YCB services whilst increasing support to service users to move towards more independent living and to participate in the workplace, subject to consultation.
- Agreed to a period of public consultation on the proposals for a new agreement, to take place from July 2016 for a period of 12 weeks.
- Noted that a report will be brought to a future Adults and Safeguarding Committee setting out the consultation findings.

1.2 Consultation on the YCB proposals was targeted at current YCB service users and their families, YCB staff, organisations representing the learning disabilities and autism communities, adult social care staff and future service users (the Council's 0-25 age service, based in the Family Services Delivery Unit).

2. REASONS FOR RECOMMENDATIONS

2.1 The findings of the consultation were predominantly positive and there were no significant issues identified that would require the YCB proposals not to be implemented (see paragraph 4.6.3 and Appendix A for further details).

2.2 During the course of the engagement that YCB carried out with service users and their families, a number of service users have identified that they want to

take-up the opportunities presented by the new YCB proposals and are already beginning to be supported differently to enable them to access more community activities or develop their independence skills.

- 2.3 The outcomes of the consultation with key stakeholders will be used to further develop the content of new YCB service approaches and individual care plans where appropriate. The outcomes of the consultation will help to ensure that the changes made to the service and to individual care plans are person-centred and responsive to the needs of individuals.

3. POST DECISION IMPLEMENTATION

- 3.1 Consultation and engagement with YCB service users and their families will be an on-going process to ensure that the changes made to the service and to individual care plans are person-centred and responsive to the needs of individuals.

- 3.2 YCB will continue to engage with staff throughout the design process and will be encouraging innovative ideas from all stakeholders to support the transformation of services.

- 3.3 A YCB staff focus group will be set-up to support the development of the Employment and Intervention and Prevention Service.

- 3.4 All YCB staff will be provided with additional training and development to ensure that they are fully able to offer high quality appropriate support to enable service users to develop their independence.

- 3.5 Implementation of the new agreement and proposals will be overseen by the Adults and Health transformation programme, using the Council's project management methodology. A dedicated project board is being set up to manage implementation of the proposals. A monthly YCB Task and Finish Oversight Group has been established to ensure that there is on-going dialogue between the Adults and Communities Delivery Unit, the 0-25 (age) Service, Barnet Homes and YCB, to ensure that service user reviews and care planning are aligned and that robust forward planning takes place.

4. IMPLICATIONS OF DECISION

4.1 Corporate Priorities and Performance

- 4.1.1 The Corporate Plan 2015 – 2020 sets out the Council's vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- of opportunity, where people can further their quality of life where people are helped to help themselves, recognising that prevention is better than cure
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer

- 4.1.2 The 2016-2017 Addendum to the 2015-2020 Adults and Safeguarding Commissioning Plan includes the following commissioning priorities:

- We're developing best practice social care, focused on what people can do and how they can help themselves.
- We're diversifying Barnet's accommodation offer to help more people live independently.
- We're transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering.
- We're integrating health and social care services to prevent crises and help individuals stay well and in their own homes.
- We're improving the borough's leisure facilities to support and encourage active and healthy lifestyles.

4.1.3 The proposals bought forward by Your Choice Barnet support the delivery of these priorities, as well as the priorities of the Joint Health and Wellbeing Strategy (2015 – 2020), through a strong emphasis on prevention, a more efficient service model and supporting individuals to have an independent life with the home they want and a job.

4.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

4.2.1. The Policy and Resources Committee on 28th June 2016 tasked the Adults and Safeguarding Committee with developing proposals for savings of £15.070m between 2016 and 2020. The Medium Term Financial Strategy sets out the following efficiency savings for the transformation of YCB supported living and day care services.

	17/18	18/19	19/20
Savings	£283,000	£343,000	£596,000
Total Savings			£1,222,000

4.3 **Legal and Constitutional References**

4.3.1. Constitution, The Terms of Reference for the Adults and Safeguarding Committee are set out in the Council's Constitution (Responsibility for Functions, Appendix A). The Adults and Safeguarding Committee has the following responsibilities:

- Promoting the best possible Adult Social Care services.
- To ensure that the Council's safeguarding responsibilities are taken into account.
- Authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities

4.4 **Risk Management**

4.4.1. In developing the proposals for the new agreement, a risk log was developed and risks assessed. The proposed approach to changing the service offer has been designed using a phased approach to implementation with initial work happening in 2016-2017. This phased approach reduces the risk of not achieving all the desired service developments and outcomes. The changes will be implemented using the Council's

project management methodology, including risk management methodology.

4.5 Equalities and Diversity

4.5.1. Section 149 of the Equality Act 2010 sets out the public sector equality duty which obliges the Council to have due regard to the need to: eliminate discrimination, harassment, victimisation; advance equality of opportunity; and foster good relations between groups with protected characteristics.

4.5.2. The protected characteristics are:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

4.5.3. By section 149(2) of the Equality Act 2010, the duty also applies to 'a person, who is not a public authority but who exercises public functions and therefore must, in the exercise of those functions, have due regard to the general equality duty'. This means that the Council, The Barnet Group LTD, Your Choice (Barnet) Limited and Barnet Homes LTD will need to have regard to their general equality duty.

4.5.4. In developing these proposals, an initial equalities impact assessment (EqIA) was completed and presented to the Adults and Safeguarding Committee 16 June 2016. This showed a positive or neutral impact on service users.

4.5.5. The EqIA identified that clients with the most complex needs will benefit from these proposals as they will enable continuity of service. It also identified that individuals living with a range of learning disabilities will benefit from having services that support them to meet their aspirations of living in their own home and being supported to find paid employment. It also identified that younger adults leaving residential school will particularly benefit from the mobilisation of the Barnet Homes led housing brokerage service for vulnerable adults, as this is likely to deliver more placements in and closer to Barnet, making the return from residential school back to living in Barnet a smoother process.

4.5.6. The EqIA was reviewed following consultation and it was identified that the findings of the consultation did not make a material difference to the initial EqIA. The Council and YCB, in accordance with its statutory obligations, will consider the impact on equalities arising from these proposals.

4.5.7. Due to the nature of the services, and service users Your Choice (Barnet) Ltd and the Council will work with individuals and families to assess any impact on those service users during the development of plans.

4.6 Consultation and Engagement

4.6.1. As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 4 circumstances:

- where there is a statutory requirement in the relevant legislative framework;
- where the practice has been to consult or where a policy document states the Council will consult then the Council must comply with its own practice or policy;
- exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
- where consultation is required to complete an equalities impact assessment.

4.6.2. Regardless of whether the Council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- comments are genuinely invited at the formative stage;
- the consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- there is adequate time given to the consultees to consider the proposals;
- there is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;
- the degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and;
- the consultation is clear on the reasons why extent to which alternatives and discarded options have been discarded and are required to be consulted on.

4.6.3. This report, including the full consultation report at Appendix A, identifies that feedback from the consultation with YCB service users, YCB staff and key stakeholders was predominantly positive. Stakeholders were positive that the YCB proposals would provide more choice and opportunity for service users; that the changes were going to be person centred and would primarily affect those service users who identified that they wanted to access different types of support.

4.6.4. As a result of the consultation and engagement that YCB did with their service users and families:

- 12 service users at BILS and Community Space have inquired about using direct payment to employ a personal assistant
- 9 service users at Community Space are actively seeking employment opportunities and 12 more have requested support to get a job
- 6 Flower Lane service users and their families have begun to access the community more independently by using a different venue in the morning to access community activities
- 4 Supported Living service users and their families have expressed interest in moving on from supported living

- 4.6.4. The consultation report did identify a few concerns from staff and families of service users. There was a concern from YCB Supported Living staff that an increase in high needs service users who require waking-night staff, could lead to a loss of in-come for those staff that provide sleep-in cover. However these staff were reassured that any sleep-in staff affected, would be offered additional hours to make up for the loss of pay should they wish to do them. There was a concern identified by families whose relatives use the Valley Way Respite Service that other service users accessing the building might use or access the bedrooms and personal bathrooms, but they were assured that the Rosa Morison service users who would visit the building would not access any bedrooms or personal bathrooms.
- 4.6.5. The outcomes of the consultation with key stakeholders will be used to further develop the content of new YCB service approaches, individual care plans where appropriate, and to ensure that the appropriate assurances are in place. Full findings of the consultation are set-out in Appendix A.
- 4.6.6. At the consultation sessions it was made clear to stakeholders that engagement will be an on-going process and that the phased approach to changing the YCB service models will give YCB staff, YCB service users and Barnet’s Adults and Communities staff an opportunity to further shape YCB services.

4.7 **INSIGHT**

- 4.7.1. Barnet’s Joint Strategic Needs Assessment points to an increase in the number of people with learning disabilities over the coming years as they live longer.

The Estimated Number of People in Barnet with Moderate or Severe Learning Disabilities

Number of people 2015	Number of people 2021	Number of people 2030
1,507	1,591	1,694

(Source: Projecting Adult Needs and Service Information (PANSI) and Projecting Older People Population Information (POPPI))

- 4.7.2. The 15-19 age group in Barnet has the highest proportion of people with moderate or severe learning disabilities (0.68%). Many of the young people moving to adult services will have multiple and complex health and care needs.
- 4.7.3. People with learning difficulties find it much harder to get a job than people without learning difficulties. It is estimated that around 65% of people with learning difficulties would like to work (Source: People with Learning Disabilities in England 2011), and with the right support, they make highly valued employees. In February 2015 the proportion of adults known to Barnet Social Care with learning disabilities who were in paid employment was 9.4%, compared with the Outer London average of 9.9% and the England average of 6.7% (Source: Health and Social Care Information Centre, 2013/14)
- 4.7.4. Approximately 1% of the adult population have an Autistic Spectrum Conditions which equates to about 2,600 people in Barnet. National forecasts

indicate that the number of young adults with autism will increase by 2.7% over the next 5 years, in Barnet this will mean a 9% increase.

- 4.7.5. As Barnet's learning disability and autism population grows the Council needs to ensure that there are a range of services available that are able to respond innovatively to changing need and to support people to meet their aspirations for greater choice and independence

5. BACKGROUND PAPERS

- 5.1 Adults Safeguarding Committee ([16 June 2016, decision item 7](#)) approved the decision to enter into a contract with Your Choice (Barnet) Ltd (YCB) for five years and two months, from the 1st February 2017 to 31st March 2022, with an extension period of 2 years and a break clause at year three. Approved the proposals to continue all current YCB services whilst increasing support to service users to move towards more independent living and to participate in the workplace, subject to consultation.
- 5.2 On 15th November 2015 the Adults and Safeguarding Committee (<https://barnet.moderngov.co.uk/documents/s27213/Delivering%20Adult%20Commissioning%20Priorities%20through%20Your%20Choice%20Barnet.pdf>) agreed that the Council should enter into a formal dialogue with The Barnet Group and YCB to challenge them to bring forward fit for purpose and value for money service proposals which achieve the reshaping of services as set out in the Adults and Safeguarding Committee Commissioning Plan.
- 5.3 Cabinet (29 November 2010, decision item 8) approved the decision to develop a business case for the implementation of a Local Authority Trading Company, which would result in the transfer of Learning Disability Services, Physical and Sensory Impairment Disability Services and Mental Health in-house provider services to the Local Authority Trading Company.
- 5.4 On 24 May 2011, Cabinet Resources Committee approved the Adults In House Service Review Business Case and initiation of a 18 full business plan (decision item 12). It was resolved; that the Cabinet Resources Committee approved the Adult In-House Services Business Case, in order that the Council can:
- Appoint a Local Authority Trading Company shadow board to begin agreement negotiation between the Council and Local Authority Trading Company;
 - Set up a holding company in the form of a Local Authority Trading Company,
 - Set up a subsidiary Local Authority Trading Company for the management of those Adult Social Services currently provided in-house; and
 - Transfer the adult social care service provision from the management of the Council to the Local Authority Trading Company following approval of the business plan.
- 5.5 On 12 July 2011, Council approved the appointments to the Shadow boards for the Local Authority Trading Company Holding Company (The Barnet Group LTD) and the Adult Social Care subsidiary (Your Choice (Barnet) Limited, ref. decision item 19).

5.6 On 14 November 2011, a decision was taken by the Director of Adult Social Care and Health to enable the formation of The Barnet Group LTD (Delegated Powers Report No: 1492).

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APPENDIX A: YCB Consultation Report

Responses to the consultation on Your Choice Barnet Services 2016

Author:	Caroline Glover and Julie Riley
Date:	1st November 2016
Service / Dept:	Adults and Communities

Contents

The listed headings are those which are considered to be essential for a report. If you have further headings or sub headings please enter them. If you consider that a heading is not appropriate to your project, please do not delete it, but rather explain why.

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1. Executive Summary

- 1.1. This report sets out the consultation findings from the consultation with key stakeholders on the YCB proposals which will be presented to Adults and Safeguarding Committee on 10th November 2016.

Background

- 1.2. On 16th June 2016 a report went to Adults and Safeguarding Committee setting out proposals for the future of the Your Choice (Barnet) Ltd agreement with the Council from 1st February 2017. The proposals were to continue all current YCB services, whilst increasing support for service users to move towards more independent living and to participate in the workplace. At that meeting the Committee agreed:
- That the Council enter into a contract with Your Choice (Barnet) Ltd (YCB) for five years and two months, from the 1st February 2017 to 31st March 2022, with an extension period of two years and a break clause at year three.
 - To the proposals to continue all current YCB services whilst increasing support to service users to move towards more independent living and to participate in the workplace, subject to consultation.
 - To a period of public consultation on the proposals for a new agreement, to take place from July 2016 for a period of 12 weeks with a report back to a future meeting of the Adults and Safeguarding Committee on the consultation findings.

Summary of approach

- 1.3. Consultation with key stakeholders included an explanation of the process undertaken to develop the YCB proposals and detailed the changes proposed to specific services.
- 1.4. YCB consulted with:
- YCB service users and their families (9th June 2016 – 23rd September 2016)
 - YCB staff (6th June 2016 – 8th July 2016)
- 1.5. Barnet Council consulted with:
- Adults and Communities staff
 - Parent Carers Forum
 - National organisations

Summary of method

- 1.6. The method of consultation is set-out in section 4.1.

Summary of response

- 1.7. Over 130 stakeholders have been engaged in face-to-face discussion about the YCB proposals.

Summary of feedback

- 1.8. Feedback from the consultation with YCB service users, YCB staff and key stakeholders showed that all key stakeholder groups were generally positive
-

about the proposed changes to the YCB model. Stakeholders were positive that the changes to the YCB service model were person-centred, flexible to the varied needs of individual service users and would give service users greater choice and support to meet their personal aspirations.

- 1.9. Through consultation and engagement a number of stakeholders have identified that they are interested in being supported differently.
- Twelve service users of BILS and Community Space have inquired about using direct payment to employ a personal assistant.
 - Nine service users of Community Space are actively seeking employment opportunities and twelve more have requested support to get a job.
 - Six Flower Lane service users and their families have begun to access the community more independently by using a different venue in the morning to access community activities.
 - Four supported living service users and their families have expressed interest in moving on from supported living.
- 1.10. There were a few concerns from staff and families of service users. There was a concern from YCB Supported Living staff that an increase in high needs service users who require waking-night staff, could lead to a loss of income for those staff that provide sleep-in cover. However these staff were reassured that any sleep-in staff affected, would be offered additional hours to make up for the loss of pay should they wish to do them. There was a concern identified by families from Valley Ways that other people accessing the building might use the bedrooms and personal bathrooms, but they were assured Rosa Morison service users visiting the building would not have access to any bedrooms.
- 1.11. At the consultation sessions it was made clear to stakeholders that engagement will be an **ongoing-on-going** process and that the phased approach to changing the YCB service models will give YCB staff, YCB service users and Barnet’s Adults and Communities staff an opportunity to further shape YCB services.

2. Context

- 2.1. The table below summarises the proposed changes considered by Adults and Safeguarding Committee that were discussed in the consultation with stakeholders.

Services	Proposed changes
All services:	<ul style="list-style-type: none"> • All services will remain open • In 2020/21 YCB will secure efficiencies within all of the services through greater use of technology and its terms and conditions company TBG Flex. This will ensure that the hourly rate which YCB charges to the Council for these services can be reduced, leading to a further saving.

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<p>Community Space Day Service offers community support for adults who have a wide range of learning disabilities; this service provides a building based service for some people and supports others to access the community.</p> <p>Barnet Independent Living Service supports adults with a range of physical and sensory impairments; originally established to support people who have had an accident or illness that has resulted in a loss of independence due to the resulting disability.</p>	<ul style="list-style-type: none"> • Service users will be supported to access sustainable community based activities and where possible to access public transport. • Service users supported by BILS and Community Space who have complex needs will continue to be supported with a clear focus on ensuring that their outcomes are improved. • Service users will be enabled to access the same amount of activities as they do now and in some instances this will increase as their independence grows. • Service users who currently use this service will also be offered the opportunity to employ a personal assistant if they wish, using direct payments. • These services will, in the future, develop a focused short term enablement offer for younger adults, which will reduce the need for traditional day services. The service will develop a focus on supporting service users who wish to and are able, to access employment and volunteering • YCB will set up an Intervention and Prevention Service (IPS) which will provide support to individuals to make sure that they can use the new services, maintain employment or volunteering and that their confidence is maintained. • By transforming these two services to provide better outcomes for service users the services will be able to provide savings to the Council. These savings will come from supporting people differently as they gain independence.
<p>Flower Lane a specialist service which supports adults who have autism; there are a range of activities that service users are encouraged to take part in, both within the building and out in the community</p>	<ul style="list-style-type: none"> • There are a number of service users who use Flower Lane who could be supported to access the community with support through the YCB Personal Assistant Service. This will mean that they no longer need to access the building on a full day basis and the daily rate will not be charged. This will be managed through a phased approach to ensure that the people YCB supports adapt to any change in a positive way. • Service users currently supported by Flower Lane who will still need a building based service will continue to be supported to do so.
<p>Rosa Morison is a specialist day service for adults with profound multiple learning and physical disabilities (PMLD) who also have additional complex needs</p>	<ul style="list-style-type: none"> • Increased use of emerging technology will ensure that the service users with Profound Multiple Learning Disabilities (PMLD) are supported in innovative ways to develop their understanding of cause and effect and to enable decision making. • A small number of service users from Rosa Morison will be supported to access activities outside the day centre building each day. This would enable up to eight service users per day to attend activities within the community as part of their support

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	<p>plans. Some service users will be supported to attend places of interest that will provide sensory stimulation and others will be supported to use the Valley Way building during the day, to become involved in food preparation for example. This will be built into the programme of support to ensure that all people who wish to go out will be supported to do so.</p> <ul style="list-style-type: none"> • Rosa Morison Day Service will contribute towards the efficiency savings in 2020/21 by reducing the daily rate.
<p>YCB Supported Living Services supporting people with learning disabilities to live as independently as possible in their own home; this service currently has staff in each of the schemes on a 24/7 basis.</p>	<ul style="list-style-type: none"> • There are some people living in these services who do not need 24 hour staffing levels and the teams in this service will work with more able people to discuss more independent living options. • People who choose to move on from YCB Supported Living services, will be provided with care and support that will enable them to do so safely and in a planned way. • YCB will continue to provide support to people through a person centred plan once they have moved and assistive technology will be accessed to ensure their safety. • Support to ensure that people do not become socially isolated will be provided and there will be a 24-hour on call 'safety net' provision from the YCB Intervention and Prevention Service (IPS). • Any flats that are vacated because people have chosen to move-on from these services would then be available for people who have higher support needs and who require a member of staff to be available over a 24-hour period, who are ready to move into supported living from residential care. • The current staffing levels in supported living will increase and all staff working in this service will receive specific training around supporting people who have complex needs.
<p>Valley Ways Respite is a purpose built respite service for adults with complex and multiple learning disabilities, autism and behaviour which can often be challenging.</p>	<ul style="list-style-type: none"> • The service has started to provide some daytime outreach support and aims to offer flexible support for family members who wish to purchase a service by the hour with their direct payment.
<p>YCB are developing business case for additional services that will support the Council's priorities.</p>	<ul style="list-style-type: none"> • The Crash Pad Service This service will provide support for adults who have learning disabilities and require intensive intervention for a defined period of time. The length of stay will be determined by the individual's needs and their assessment from health and social care professionals; however this would typically be between three and six months.

	<ul style="list-style-type: none"> <p>• The Emergency Respite Service This service will provide support for adults who have learning disabilities and require emergency respite. The length of stay will be determined by the individual's needs and their assessments from social care professionals. It would typically be between two and six weeks.</p> <p>• Reablement service The Council has identified demand for a temporary provision for people who are ready for hospital discharge but are unable to return to their own home. The Council has identified demand for temporary provision for people who are ready for hospital discharge but are unable to return to their own home.</p> <p>• Independent Lives service This is a project which pilots a service for young people who want to move out of the family home and need initial time limited support to enable more independent living. This service will support the prevention agenda by equipping young people who have learning disabilities with the means to live more independently. The length of time that people are tenants of the Independent Lives project will depend on their needs. A period of two years will be targeted, with a 6-month flexibility period.</p> <p>• Brokerage Service The introduction of a Barnet Homes led housing brokerage service for vulnerable adults would enable more people to make the transition from residential, or hospital settings, to their own home. The Barnet Group would seek to recruit a Brokerage Officer who will sit within the Barnet Homes Housing Options Service and will work closely with other functions within the organisation. The post holder will manage and maintain a list of clients who have housing needs and also have additional support needs, assisting in the allocation of suitable accommodation.</p>
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3. Purpose

- 3.1. This report sets out the responses to the initial consultation undertaken by Your Choice Barnet with their staff, service users and families and carers and the consultation undertaken by Barnet Council with staff within Adults and Communities, national organisations and the parent carers of young adults who could use YCB service, on the proposal to change the model of support provided by YCB.
- 3.2. The report demonstrates Barnet Council and Your Choice Barnet's approach to consultation and engagement, and the responses received.

4. Activities

4.1 Consultation – 6th June 2016 to 23rd September 2016

The consultation and engagement activities were planned in advance and the table below sets out the approach to the consultation.

Key target audiences	Methods of communication to targeted audiences
YCB service users	<ul style="list-style-type: none"> • Group meetings • 1:1 meetings • Person-centred planning meeting • Tenants meetings • Telephone • Email
Families and carers of YCB service users	<ul style="list-style-type: none"> • Group meetings • 1:1 meetings • Person-centred planning meeting • Telephone • Email
YCB Staff	<ul style="list-style-type: none"> • Meetings • Email
Adults and Communities Staff	<ul style="list-style-type: none"> • Team meetings • Email
Parents of young people who may use YCB services in the future	<ul style="list-style-type: none"> • Survey
National organisations - Royal Mencap - National Autism Society	<ul style="list-style-type: none"> • Email

4.2 Engagement

4.2.1. The tables below outline the specific methods and means by which a range of different stakeholders within the London Borough of Barnet were consulted.

Table 1.0 Consultation activity with YCB service users and their families and carers				
Stakeholders	Services	Method	Number	Date
Relatives & service users	Community Space	Meeting, Report	2	10.06.16
Relatives & service users	BILS	Meeting, Report	2	10.06.16
Relatives	Rosa Morison	E-mail	2	10.06.16
Service users	BILS and Community Space	Meeting	16	12.06.16
Relatives & service users	BILS	E-mail	2	12.06.16
Relatives	Rosa Morison	Meeting, Report	1	13.06.16
Relatives	Community Space and Valley Way	Meeting	2	13.06.16

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Relatives	Rosa Morison	E-mail	1	15.06.16
Relatives	Rosa Morison	Meeting	1	15.06.16
Relatives	Community Space & Valley Way	Telephone	1	16.06.16
Relatives	Rosa Morison / Valley Way	Meeting	1	16.06.16
Relatives & service user	Supported Living	Meeting	2	22.06.16
Relative	Community Space & Valley Way	Telephone	1	28.06.16
Relative	Community Space & Valley Way	Telephone	1	03.07.16
Relative	Rosa Morison	Email	1	05.07.16
Relatives	Community Space & Valley Way	Meeting	2	07.07.16
Relative	Community Space & Valley Way	Meeting	1	19.07.16
Quality Assurance Group (QuAG)	All services	Meeting	7	27.07.16
Relatives	Valley Way	Meeting	8	02.08.16
Relatives	Community Space & Valley Way	Meeting	2	02.08.17
Supported living tenants	Supported Living	Meeting	5	09.08.16
Service users	Flower Lane	Meeting	6	09.08.16
Supported living tenants meeting	Supported Living	Meeting	4	11.08.16
Service users	Community Space & BILS	Meeting	14	05.09.16
Tenants meeting	Supported Living	Meeting	5	19.09.16
Relatives & service users	Flower Lane	Meeting	6	20.09.16
Relatives	Community Space & BILS	Meeting	14	23.09.16

- 4.2.2. In addition to the formal meetings with service users and carers set-out in table 1.0 above, there have been other more informal meetings that have taken place with service users (and families where appropriate), particularly for service users that have identified they want to explore opportunities to work towards employment or move-on opportunities.

Table 2.0 Consultation activity with YCB staff				
Stakeholders	Services	Methods	Numbers	Date
Seniors & Co-ordinators	All services	Meeting, Report	13	10.06.16
Staff panel	All services	Meeting, Report	6	13.06.16

Team meeting	Rosa Morison	Meeting	7	30.06.16
Team meeting	Rosa Morison	Meeting	9	01.07.16
Business Support team meeting	All services	Meeting	3	05.07.16
Team meeting	Rosa Morison	Meeting	7	05.07.16
Team meeting	Rosa Morison	Meeting	7	07.07.16
Staff panel	All services	Meeting	6	19.07.16
Team meeting	Flower Lane	Meeting	11	25.07.16
Staff	BILS & Community Space	Meeting	13	02.08.16
Staff	Valley Way	Meeting	4	10.08.16
Staff	Rosa Morison	Meeting	7	10.08.16
Staff	Flower Lane	Meeting	11	11.08.16
Staff	Supported Living	Meeting	6	30.08.16
Staff	Community Space	Meeting	6	31.08.16
Staff	All services	Meeting	4	05.09.16
Staff	All services	Meeting	6	06.09.16
Managers	All services	Meeting	6	09.09.16

4.2.3 Stakeholders consulted are shown in table 3.0 below.

Table 3.0 Consultation with Stakeholders	Methods	Date
National Organisations	Email with details of proposal	29.07.16
Adults and Communities Staff	0-25 (age) Service team meeting	03.08.16
	Email to 0-25 (age) Service	04.08.16
	Email to Learning Disability Service	05.09.16
	Learning Disability Service team meeting	06.09.16
Carers of young people who may use YCB services in the future	Hardcopy survey sent to Parent Carers AGM	13.09.16

5. Response

5.1.1 Methods of receiving responses and response rates

5.1.2 Consultation with YCB service users, their families and carers

During the consultation period there were face to face meetings with service users and family members from all YCB services. The meetings were facilitated by the Director of Care and Support YCB and by YCB managers. All family members were sent the YCB consultation document, which provided details of the proposed changes to YCB services and a Frequently Asked Questions (FAQ) document, to help inform the discussion they had during their face to face meetings

5.1.3 Consultation sessions included an explanation of both the process undertaken to develop the YCB proposals and also the detail of the changes proposed to

specific services. A total of 110 people have had face-to-face meetings. Engagement events will be on-going.

5.1.4 **Consultation with YCB staff**

Face to face meetings were held with YCB staff at all of the YCB services. Some staff requested 1:1 ~~meetings, meetings~~; however the majority of meetings were in a group situation. The Director of Care and Support YCB attended team meetings at all of the YCB services.

5.1.5 In addition to the meetings facilitated by the Director of Care and Support, YCB managers also held team meetings and 1:1 discussions with staff, to give all staff an opportunity to understand the proposals in depth and to raise any concerns that they might have. All team members were provided with a copy of both the consultation document and the FAQ, which provided them with detailed information about the transformation of YCB services to help inform their face to face meetings.

5.1.6 The proposals are a regular agenda item at the YCB monthly staff panel meetings, enabling representatives from each YCB service to discuss proposed changes to the services and to put forward ideas and suggestions.

5.1.7 **Consultation with staff within Adults and Communities**

The YCB proposals were presented at the team meetings of the Council's 0-25 (age) Service and the Adults and Communities Integrated Learning Disability Service. Consultation was carried out via group discussions.

5.1.8 Adults and Communities staff were asked to ~~feed back~~feedback on two questions:

- 1) What do you think about these proposals?
- 2) Do you have any additional comments or suggestions?

5.1.9 **Consultation with parent carers of young adults not currently using YCB services**

On the 13th September 2016 at the Parent Carers Forum AGM meeting, parent carers were given hardcopy surveys, providing information about the services currently provided by YCB and setting out the proposed changes to the model.

5.1.10 The survey asked the following questions:

- 1) What do you think of this plan?
- 2) Why do you think this?
- 3) Have you got any further comments or suggestions?

5.1.10. One survey was returned. One email was received.

5.1.11. **Consultation with national organisations**

National Autism Society (NAS) and Royal Mencap were contacted by email on 29 July 2016 providing them with detail of the YCB proposals. They were contacted as national organisations that support and advocate on behalf of people with learning disabilities, and people with autism, and their families

and carers. No comments or feedback were received on the YCB proposals.

5.2 Responses

5.2.1 Feedback from YCB Service Users

Key feedback from service users on the changes proposed to individual YCB services is set-out in the table below.

Service	What service users and their families said
Rosa Morison	<p>Service users are already engaging well with the new equipment at Rosa Morison.</p> <p>Families of service users at Rosa Morison said about the proposed changes to Rosa Morison:</p> <p>“This is a really positive step, it would be good to support people in a location other than Rosa Morison and all of the plans sound really positive.”</p> <p>“The service provision here [at] Rosa Morison is excellent and that is due to the dedicated manager and his team, we hope that this continues.”</p>
BILs and Community Space	<p>Family members of people who use BILS and Community Space were especially interested in the employment service and twelve people have enquired about how their direct payments can be used to employ a personal assistant in order to change the way that the service user is supported i.e. increased personalisation.</p> <p>Nine service users at Community Space are actively seeking employment opportunities and 12 more have requested support to get a job too.</p>
Flower Lane	<p>Following consultation with the individual’s concerned and their families, six people supported at Flower Lane have made the first step to accessing the community more independently by meeting at a different venue in the morning, prior to accessing community activities.</p> <p>It was agreed that service users and YCB would trial this for one day a week and review on a monthly basis. The service manager at Flower Lane has given reassurance to service users and their families that if anyone finds this transition difficult they would be able to return to their usual routine.</p>
YCB Supported Living	<p>During tenants meetings, YCB representatives spoke to the people they support about the things they especially enjoy doing and what they would like to do more of. A</p>

	<p>number of people said that they wanted to get a job or move to their own flat, social activities were highlighted as being especially important. Some of the people YCB support also said that they wanted to be in a relationship, highlighting the need for YCB to ensure that people do not become socially isolated.</p> <p>There has been engagement with four service users and their family members expressed an interest in moving on from supported living. This is progressing well and properties have been identified that will suit people's needs.</p>
<p>Valley Way</p>	<p>The majority of families were happy with the plans to expand the service at Valley Ways to offer day-time out-reach support, particularly at weekends when there is high demand for the service.</p> <p>An area of concern has come from a small number of families of people who use Valley Way for overnight respite care. There was an objection to other people using the building during the daytime; one of the reasons given was a concern that bedrooms/en-suite bathrooms might be used for personal care.</p> <p>YCB provided reassurance to these families that these facilities would not be shared as there is a separate bathroom that would be used during the day and there would be no access to any of the bedrooms. The manager of the service gave further context by explaining that the proposal was for a small number of people who use Rosa Morison day service and would be supported to develop their skills by using the facilities at Valley Way between 11am-3pm so that they could shop and cook at lunchtime.</p>
<p>New models</p>	<p>Parents were happy about there being a proposal of a two bedroom flat being used for emergency respite in September Court.</p>

5.2.2. Feedback from YCB staff

There has been an extremely positive response from YCB staff with regards to the proposed changes, with many staff responding with their ideas and suggestions about how some of the transformation of services could be achieved.

- 5.2.3. Many staff members identified that they were very interested in the new roles that are being proposed and how these roles will be developed over the next six months. There are nine YCB staff who have volunteered to be involved in the focus groups that are being set-up to establish the new Employment service and the Intervention and Prevention Service.
- 5.2.4. One concern from a member of staff was that if service users with high support needs move in to the YCB Supported Living services and they need waking night staff, this could mean that there would no longer be a need for a sleep-in staff and there would be a subsequent loss of income for the staff who do sleep-in's. The manager of the service was able to reassure the team member that any sleep-in staff that might be affected, would be offered additional hours to make up for the loss of pay should they wish to do them.
- 5.2.5. **Feedback from Adults and Communities Staff**
As described in section 5.1.6, staff within Adults and Communities were consulted on the YCB proposals.
- 5.2.6. Overall Adults and Communities staff were positive about the YCB proposals. The key messages received from Adults and Communities staff were that they thought the changes proposed to YCB services were positive, person-centred and reflected the aspirations' of people with learning disabilities and autism. They were pleased that the proposals would be flexible to the needs of individual service users and that service users would get to choose if they wanted to be supported on a pathway to employment and/or volunteering and/or developing their independent living skills. They identified that it was positive that the changes were in line with 'Strength Based Practice' and that the development of the YCB Intervention and Prevention Service would provide **ongoing-on-going** support to help people retain their employment and to ensure that those service users that moved on to more independent living, received **ongoing-on-going** support to ensure that their pathway to greater independence was successful.
- 5.2.7. Adults and Communities staff requested that going forward YCB keep them updated on when new YCB service models will be mobilised, to enable them to know when they can refer in to these new services and to ensure that they have the right information to communicate to service users and their families to help them choose the services that are right for them.
- 5.2.8. Below is a summary of the feedback from the discussion of YCB proposals. The feedback was generally positive. Additional comments/queries were mainly linked to information that Adults and Communities staff wanted to receive as new services were developed and some suggestions as to what should be included within the new service models (e.g. support around self-employment).

Service	Feedback from Adults and Communities staff
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<p>Rosa Morison</p>	<p><u>Key feedback</u></p> <ul style="list-style-type: none"> • Positive that Rosa Morison service users will have the option of doing more activities in the community. • Positive that the service is planning on supporting service users to access activities outside Rosa Morison centre for a day a week. This will give current service users a more varied week and it may also create room for new service users, who would benefit from being able to access Rosa Morison.
<p>BILs and Community Space</p>	<p><u>Key feedback</u></p> <ul style="list-style-type: none"> • Positive that there was going to be a person-centred focus on employment. • Positive that employment-support would be targeted at people who identified that they wanted employment. Professionals were pleased that the YCB proposals were flexible and acknowledged that there would be service users who may not aspire to employment, but might want to have greater choice to do activities in the community. • Professionals were positive about the service developing a short-term enablement service for younger adults. The groups were in agreement that the traditional day care model did not fit with the aspirations of the majority of younger adults who aspired to continue to develop their skills, to be active in the community and to have the opportunity to make best use of their strengths and skills. • Positive about YCB employing job coaches, as job coaches should have the skill to be creative when thinking about how to market someone to employers and find employment that meets the requirements and aspirations of individual service users. • The groups identified the importance of <u>ongoing</u> employment support being provided to service users and their employers once an individual was successful in securing a job. Professionals thought it was positive that YCB would support <u>ongoing</u> employment support through the new

	<p>Intervention and Prevention Service.</p> <ul style="list-style-type: none"> The team thought it was very positive that YCB were also planning to work with some service users to take part in volunteering. Professionals thought that this would support people to widen their social networks and develop their skills. <p><u>Additional comments/queries</u></p> <ul style="list-style-type: none"> Employment pathway should also aim to support some people to become self-employed. This will not be the right option for everyone, but there will be some individuals for whom self-employment would be a 'good fit'. YCB will need to connect with a range of different employers to make sure that service users are supported into different organisations, in a range of different roles that reflect their individual strengths and interests. The teams requested that they be kept up to date on when the short-term enablement service for younger adults would be mobilised; the referral processes and what the eligibility criteria would be for this service. Positive that people will be using PAs to access more activities in the community, however need to ensure that PAs are supporting people to access 'quality activities' (i.e. supporting them to take part in their hobbies or to volunteer).
<p>Flower Lane</p>	<ul style="list-style-type: none"> The teams were generally positive about these changes.
<p>YCB Supported Living</p>	<p><u>Key feedback</u></p> <ul style="list-style-type: none"> Positive that YCB would support people who identified they want to step down to live more independently. It was identified that service users who did not need 24 hour support, but who had access to it anyway, could end up being deskilled and losing confidence. Positive that the YCB Intervention and Prevention Service will continue to work with people once they have been stepped-down from YCB Supported Living, to make sure that move-on was a positive experience and that people are supported to avoid

	<p>becoming socially isolated.</p> <ul style="list-style-type: none"> • Positive that the service was developing the skills of staff to enable them to work with people with more complex needs in order to support people to successfully move on from a residential setting, in order for them to have more choice and control.
Valley Way	<ul style="list-style-type: none"> • Positive that YCB were developing their outreach support, as this would provide more flexibility to carers and service users. • They also thought it was positive that through developing their out-reach support, some service users could be supported in their own home environment.
New models	<ul style="list-style-type: none"> • Teams were positive about all these models.

5.2.9. Feedback from parents of young people who could use YCB services in the future

As described in section 5.1.8 hardcopy surveys were sent to the Parent Carer AGM.

5.2.10. To get feedback from carers of young people not currently using YCB services but who may use them in the future, a survey setting out the YCB proposals was developed and sent to the Parent Carers Forum Annual General Meeting (AGM).

5.2.11. Only one survey was completed and one email was received from an attendee. This provided some useful insight and further engagement will be developed with user groups as YCB develop their services.

5.2.12. Feedback from national organisations

As described in section 5.1.11, neither of the two organisations that were sent details of the YCB proposals provided any comments or feedback to be included as part of the consultation.

6. Next Steps

- a. The outcomes of the consultation with key stakeholders will be used to further develop the content of new YCB service approaches, to develop individual support plans where appropriate, and to ensure that the appropriate assurances are in place.
- b. Engagement with YCB service users and their families will be an **ongoing-on-going** process.
- c. YCB will continue to engage with staff throughout the design process.
- d. A YCB staff focus group will be set up to support the development of the Employment and Intervention and Prevention Service.
- e. Implementation of the new agreement and proposals will be overseen by the Adults and Health transformation programme. A dedicated project board is being set up to manage implementation of the proposals.
- f. A monthly YCB Task and Finish Oversight Group has been established to ensure that there is **ongoing-on-going** dialogue between the Adults and Communities Delivery Unit, the 0-25 (age) Service, Barnet Homes and YCB, to ensure that service user reviews and care planning are aligned and that robust forward planning takes place.

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Appendix B

Equality Impact Analysis (EIA) Resident/Service User

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Your Choice Barnet Contract 2017-2020	
Is it a new or revised function, policy, procedure or service? Revised service	
Department and Section: Adult Social Care	
Date assessment completed: October 2016	
2. Names and roles of officers completing this assessment:	
Lead officer	Caroline Glover Workplace Inclusion Lead Officer Adults and Health Commissioning

3. How are the equality strands affected?			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>The younger adults will particularly benefit from having services that support them to meet their aspirations of living in their own home and being supported to find paid employment</p> <p>Younger adults leaving residential school will benefit from the implementation of the placements commissioning strategy, as this is</p>	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>

		likely to deliver more placements in and closer to Barnet and making the return from residential school back to living in Barnet a smoother process.	
2. Disability	Yes x / No <input type="checkbox"/>	<p>Individual's with a range of learning disabilities will particularly benefit from having services that support them to meet their aspirations of living in their own home and being supported to find paid employment</p> <p>Data:</p> <p><u>Autism</u> Approximately 1% of the adult population has an Autistic Spectrum Condition (ASC), which equates to about 2,600 people in. In March 2016, autism was recorded as a care need for 321 social care service users. National forecasts indicate that the number of young adults with autism will increase by 2.7% over the next 5 years, in Barnet this will mean a 9% increase. These figures show that there are more cases of ASC being diagnosed</p> <p><u>Learning Disabilities</u> The proportion of people with learning disabilities (PWLD) is under 0.5% of the overall Barnet population; however over 11% of Adult Social Care service users are PWLD.</p> <p>Overall the number and proportion of service users with PWLD has remained relatively stable during the period 2011-2014. However, this current trend is not expected to</p>	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>

continue in the future. Improved survival rates at birth, increasing life expectancy, and growth among communities at higher risk of learning disabilities (for example, the South Asian community) mean that more PWLD and people with complex needs accessing adult services are expected to access the service in the future. The majority of these residents will require on-going social care throughout their lives. A 14% growth in the number of residents with moderate to severe learning disabilities is projected over the next decade.

Employment

People with learning difficulties find it much harder to get a job than people without learning difficulties. It is estimated that around 65% of people with learning difficulties would like to work, and with the right support they make highly valued employees

In February 2015 the proportion of adults known to Barnet Social Care with learning disabilities who were paid in employment was 9.4%, compared with the Outer London average of 9.9% and the England average of 6.7%

3. Gender reassignment	Unknown	No available data.	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>																				
4. Pregnancy and maternity		No available data.	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>																				
5. Race / Ethnicity	Yes x / No <input type="checkbox"/>	<p>Data</p> <p>The table below shows the number of adults in contact with Barnet Social Care Service with a learning disability, broken down by age and ethnicity.</p> <table border="1" data-bbox="600 1066 1227 1382"> <thead> <tr> <th></th> <th>Age 18 to 64</th> <th>Age 65 and over</th> <th>Total</th> </tr> <tr> <th colspan="4">Number of Service Users</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>510</td> <td>95</td> <td>600</td> </tr> <tr> <td>Mixed</td> <td>20</td> <td>0</td> <td>20</td> </tr> <tr> <td>Asian or Asian British</td> <td>95</td> <td>5</td> <td>100</td> </tr> </tbody> </table>		Age 18 to 64	Age 65 and over	Total	Number of Service Users				White	510	95	600	Mixed	20	0	20	Asian or Asian British	95	5	100	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>
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Black or Black British	50	0	50																				
Other Ethnic Group	80	5	85																				
Not Stated	10	0	10																				
Total	765	105	870																				
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Add data	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>																				
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Data</p> <p>The table below shows the number of adults in contact with Barnet Social Care Service with a learning disability, broken down by gender.</p> <table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td colspan="4" style="text-align: center;">Number of Service Users</td> </tr> <tr> <td>Age 18 to 64</td> <td>335</td> <td>430</td> <td>765</td> </tr> <tr> <td>Age 65 and over</td> <td>55</td> <td>50</td> <td>105</td> </tr> <tr> <td>Total</td> <td>385</td> <td>485</td> <td>870</td> </tr> </tbody> </table>		Female	Male	Total	Number of Service Users				Age 18 to 64	335	430	765	Age 65 and over	55	50	105	Total	385	485	870	
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		*Figures rounded to the nearest 5 service users	
8. Sexual orientation	Unknown	No available data.	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>
9. Marital Status	Unknown	No available data.	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>
10. Unemployed parents	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No available data	<p>This will be a positive change.</p> <p>Individual discussions will be had with service users to agree their person centred support plans. These will help to identify service provision going forward</p>

5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes

Implementation of the new agreement and proposals will be overseen by the Adults and Health transformation programme, using the Council's project management methodology. A dedicated project board is being set up to manage implementation of the proposals.

Key to the implementation of the new model will be an on-going dialogue between the Adults and Communities Delivery Unit, the 0-25 Service, Barnet Homes and YCB to ensure that service user reviews and care planning is aligned and that robust forward planning takes place. A monthly YCB Task and Finish Oversight Group has been established to ensure that there is on-going dialogue between the Adults and Communities Delivery Unit, the 0-25 Service, Barnet Homes and YCB, to ensure that service user reviews and care planning are aligned and that robust forward planning takes place.

In preparation, in 2016/17 all individuals who aspire to employment or increased independent living will be supported to agree their person centred plans and these will identify the service provision going forward that will be needed. New care plans will be drawn up with those service users who have indicated that they would like to live with greater independence and have more opportunities to work or volunteer. These care plans will be reviewed annually.

7. Initial Assessment of Overall Impact		
Positive Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input type="checkbox"/>
8. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

8. Outcome			
No change to decision	Adjustment needed to decision	Continue with decision <i>(despite adverse impact / missed opportunity)</i>	If significant negative impact - Stop / rethink
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

9. Please give full explanation for how the overall assessment and outcome was decided

This initiative will have a positive impact on individuals as it will:

- Enable service users to receive services and support in line with what demand dictates will be needed moving forwards
- Provide a more personalised approach, working closely with individuals to match accommodation and support provision to their aspirations for a home, friends and good work
- Enable all client groups currently using YCB to benefit from a more person centred, aspirational approach
- The proposals take in to account that the aspirations for younger adults with learning disabilities have changed significantly. The proposals recognise that there is a declining demand for traditional day service provision from some client groups (mental health and young people with learning disabilities) and that the model for the service needs to change in order to better support people to meet their aspirations to live lives with greater choice and independence
- Allow clients with the most complex needs will benefit from these proposals as they will enable continuity of service.
- Consultation with YCB service users, their families, YCB staff and other key stakeholders took place 6th June 2016 to 23rd September 2016. Feedback from all key stakeholder groups was generally positive and the findings of the consultation do not change the finding of the initial equality impact assessment, that the transformation of YCB services is likely to have a positive or neutral impact on service users.

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Adults and Safeguarding Committee

10 November 2016

Title	Extension of Extra Care Services
Report of	Commissioning Director Adults and Health
Wards	All
Status	Public
Urgent	No
Key	Key
Enclosures	Appendix 1: Equality Impact Analysis (EIA) Resident/Service User
Officer Contact Details	Kirstie Haines – Strategic Lead, Adults and Health Tel: 020 8359 2781. Email: Kirstie.Haines@Barnet.gov.uk

Summary

This report:

- (1) Provides details of the financial and non-financial benefits of the Council's proposed expansion of extra care housing in the borough and seeks Committee's endorsement of the proposals, in terms of both the proposed number of places and the proposals for provision of care and support.
- (2) Provides details of the development pipeline for extra care units in the borough, to address a gap in provision identified in the Barnet Housing Strategy (2015 – 2020)
- (3) Updates the Committee on the progress of the Moreton Close Extra Care scheme. This development is being developed in partnership with The Barnet Group and it is proposed that Care and Support Services are provided by Your Choice Barnet.

Recommendations

1. That the Committee agrees to the further expansion of extra care places between 2016 and 2023 as outlined in the report.
2. That the Committee approves the Barnet Council Framework for Extra Care and Support Services.
3. That the Committee agrees that the Council enter into a formal dialogue with Your Choice (Barnet) Ltd (YCB) to provide care and support services at Moreton Close Extra Care Scheme.

1. WHY THIS REPORT IS NEEDED AND CONTEXT

1.1 This report presents evidence on how increasing Barnet's supply of extra care homes will benefit individuals and the Council. The report sets out proposals for a Barnet quality framework for extra care provision. It then outlines a pipeline of extra care development. The report sets out progress in relation to Moreton Close, an extra care development site. It presents evidence to support continuing to work with YCB as the care and support provider for Moreton Close.

The benefits of extra care

1.2 Extra care homes are a popular and cost effective alternative to residential care. The key features of extra care homes are:

- Residents have their own self-contained flats and security of tenure.
- The model is flexible, which means it can work for a wide range of adult social care clients: older people with additional support needs, those with dementia, working age adults with learning disabilities and those with physical or sensory disabilities.
- Care and support is provided for people with varying levels of need, according to their needs. There is a minimum level of onsite care available to all residents on site at all times, with additional care available for residents to access as required.
- Support is available throughout the day and night.
- There are communal facilities and shared services, such as a lounge, dining area and garden, hairdressing salon, assisted bathroom and meals from a café style facility.
- Extra care developments are located within local communities and residents are able to participate in local activities and use facilities such as local shops.
- Couples, where one partner has increasing care needs, can stay living together.

1.3 Extra care homes provide a range of financial and non-financial benefits to the Council, NHS and to the borough's residents.

What the evidence says ¹ :	Who will benefit
Extra care homes support more people to remain independent and to live longer in their own homes, wherever possible, and	Residents, the Council

¹ Improving Housing with Care Choices for Older People: An evaluation of Extra Care Housing Netten, Darton and Baumker 2011 and Social Well-Being in Extra Care Housing Evans and Vallyelly 2007

provide a home for life.	
Extra care homes reduce the need for unplanned hospital admissions through A&E and/ or admission to residential care.	Residents, the Council, the NHS
Extra care residents report better outcomes in health, happiness, confidence, social life, relationships with families and general well-being.	Residents
Through delivering flexible accommodation, extra care homes enable residents to live independently, and can mean that they need not be separated from a partner (often acting as primary carer).	Residents
Increases the range of accommodation choices available to older people with long-term conditions or dementia. This helps them to plan when they will need to move into an alternative home.	Residents, the Council
Extra care schemes can be used to reduce delayed transfers of care from hospitals. It can enable a patient to leave hospital earlier than usual as care can be provided by the scheme staff.	Residents, the Council, NHS
Extra care homes can be used as a substitute for residential care for residents who wish to remain in their own home but who require additional support to be available if needed. Residential care is often more expensive than extra care.	The Council

National Policy Context

- 1.4 National policy has placed an increasing emphasis on making sure that local government and the NHS provide the right early support to help people stay in their own homes within a local community. Taking the right steps to avoid institutional care settings for the most vulnerable residents is an overarching theme of national policy in this area.
- **The Care Act (2014):** sets out a vision for a reformed care and support system. The Act gives the Council responsibility for making sure that people have more control over their care through effective care and support planning and personalisation.

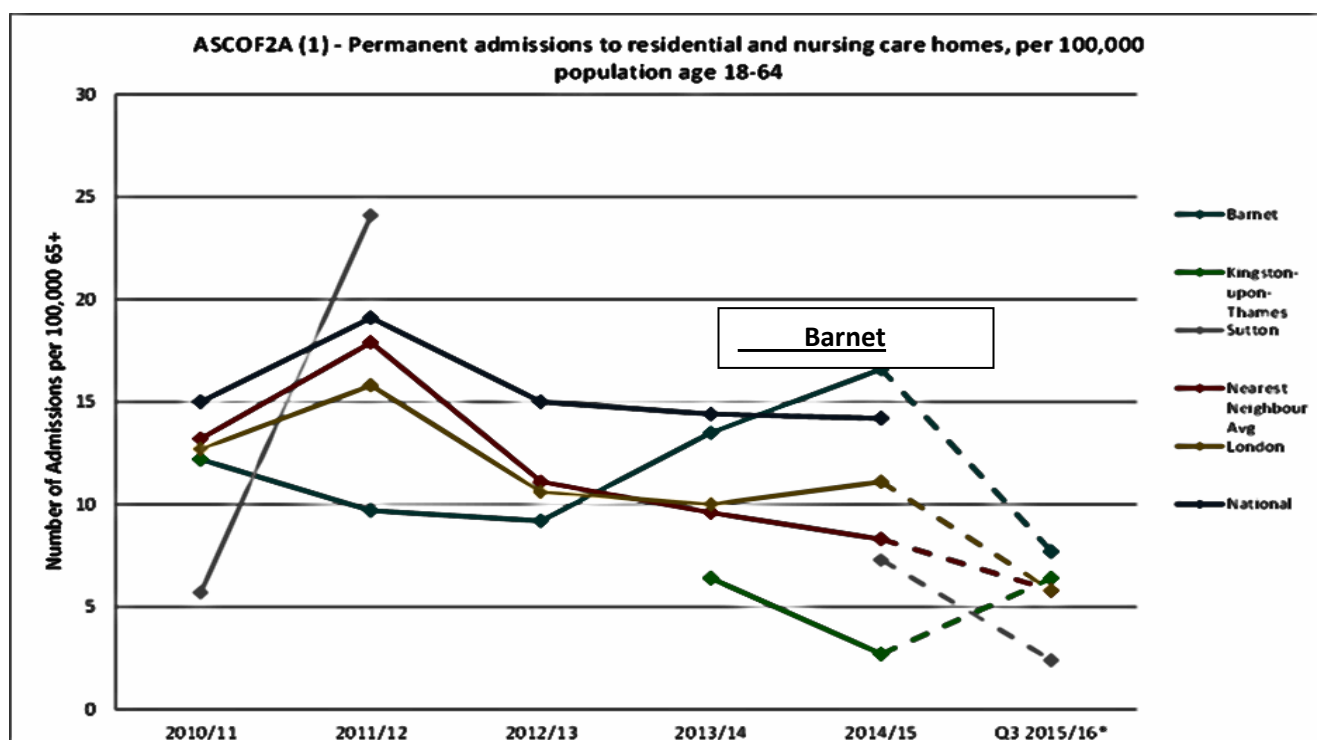
- **Better Care Fund:** requires local areas to work across health and social care boundaries to reduce the numbers of elderly and frail people who have unplanned admissions to hospital and residential care. It also places an expectation on local areas to reduce the numbers of people who are delayed whilst being discharged from hospital.
- **Valuing People (2001):** contains four fundamental principles: choice and control in all aspects of the lives of people with learning disabilities, rights, promoting independence and inclusion and citizenship. Valuing People Now (2009) focused attention on those areas of the lives of people with learning disabilities where insufficient progress had been made since 2001, namely housing, employment opportunities and health.
- **Transforming Care programme,** aims to improve the care and support for people with learning disabilities and/or autism and mental health problems or behaviour that challenges. The programme of work for the Transforming Care programme was outlined in Transforming Care – next steps² and is being jointly taken forward by NHS England, the Association of Adult Social Services, Care Quality Commission, Local Government Association, Health Education England and the Department of Health. One of the key strands of activity is getting the right care in the right place – ensuring that people are receiving high quality care and support outside institutional settings with a focus on supporting people in their local communities.

Local context

- 1.5 Extra care housing is included within a number of the Council's plans as a method of achieving savings by diversifying the Council's housing offer for individuals eligible for care and support.
- 1.6 The Barnet Housing Strategy (2015 – 2020) identifies the need for the borough to secure new types of housing for Barnet's older population and working age adults with additional needs. One of the areas identified for expansion is the provision of extra care housing.
- 1.7 The Adults and Safeguarding Committee's Commissioning Plan (2015 – 2020) identifies the expansion of extra care housing schemes as a key mechanism for managing demand for residential care places for older people.
- 1.8 The Council's Medium Term Financial Strategy (Medium Term Financial Strategy) includes savings of £1.225m for adult social care through the replacement or residential care with extra care places for older people with additional needs.
- 1.9 Barnet is currently over reliant on residential care, in the absence of alternative forms of accommodation and support. The lack of alternatives to residential care has been identified as one of the factors influencing families, individuals and professionals when choosing residential care. The chart below shows Barnet's comparative performance for the number of adults aged 18-65 with permanent admissions to

² Transforming Care – next steps: <https://www.england.nhs.uk/wp-content/uploads/2015/01/transform-care-next-steps.pdf>

residential care. The chart shows that there has been significant improvement in 2015-2016 but that Barnet still performs below its nearest statistical neighbours.



Admissions to Residential Care Working Age Adults LBB 2010 – 2016

- 1.10 Residential care is a relatively costly form of provision. Using prices paid in 2015-2016 by the Council, the difference between the amount spent on clients in residential care and those in extra care was £308 per week.

2. REASONS FOR RECOMMENDATIONS

Proposal to expand extra care places

- 2.1 In light of the strategic drivers and benefits of extra care for the individual, the Committee is asked to confirm their agreement to the further expansion of extra care places in the borough to increase the range of accommodation available for Adult Social Care clients and secure Medium Term Financial Strategy savings.
- 2.2 The Council's aspiration is to develop a number of exemplary, innovative high quality extra care schemes in Barnet. These will reflect best practice in terms of modern design and the delivery of flexible, person centred care and support. The Council wishes to promote integrated communities, where there is a supply of good housing choices for older people. The focus is on developing more creative ways to support people to remain in their own homes, to maintain high standards of independent living for longer, to avoid social isolation and to prevent and reduce the use of high cost residential placement packages at a later stage. Extra care will play an important role in achieving this objective.
- 2.3 In 2014/2015 a small number of potential extra care sites were identified in the borough, including Moreton Close (HRA site). Capital funding (£15m) was secured for a Barnet Homes development of a 51 unit site at Moreton Close. Moreton Close

is scheduled to open in February 2018 and will provide 51 additional extra care flats with Medium Term Financial Strategy savings of around £0.465m in 2018-2019.

Population Need and Demand Management

- 2.4 Analysis of Barnet's current population profile and modelling of the population in 2030 was used to estimate the future numbers and locations of older adult social care eligible clients in the borough. The most conservative estimate, using the current profile of adult social care clients, identified that an additional 227 affordable rent extra care places are required by 2030 to meet eligible needs.
- 2.5 The extra care scheme allocations policy will be based on the following eligibility and allocations criteria:
- 2.6 Eligibility criteria
- Individual has housing need
 - Individual is eligible for adult social care
 - Aged 55/ 60+ or registered disabled with assessed needs and lifestyle suited to living in community of older people

Allocations criteria

- Address currently unmet need
 - Reflect scheme focus e.g. dementia
 - Relocate people from residential care
 - Focus on frail elderly with mental agility declining
 - Achieve mixed community of residents with low, medium and high needs. Best practice indicates that schemes are effective and affordable when overall resident need is balanced, with a third each having low, medium and high needs.
- 2.7 The wards with the greatest need for additional (affordable rent) extra care places to meet the needs of eligible clients were identified as:
- Edgware
 - High Barnet
 - Childs Hill
 - Golders Green
 - Hendon
 - Underhill
 - Woodhouse
 - Mill Hill (site of Moreton Close development).

Financial Benefits

- 2.8 The revenue savings for the Council, through the replacement of residential placements with extra care placements, were calculated by finding the cost

difference between the minimum unit price for residential care for older adults (as provided in the table below) and the average weekly cost of extra care for adults with dementia^[1], indicating a weekly saving of £308 per week.

Category	WLA Price Banding – this is the minimum unit price for residential placements in LB Barnet by Barnet Council and other authorities in the West London Alliance.
Residential	£466 - £520 per week*
Res. Dementia	£525 - £565 per week*

Development Pipeline

- 2.9 In addition to the 51 units that will be developed at Moreton Close, a further three potential sites for development have been identified. Development of these sites will secure the current MTFS savings and deliver further savings beyond the MTFS timeframe. The table below provides details of the additional provision that could be secured through the potential sites. Numbers of units are indicative at this stage. It should be noted that the inclusion of for sale units makes the overall schemes affordable particularly for bigger developments.

Site	Total number of additional units	Description
Site 1 2021/22	75	50 units for rent 25 units for sale
Site 2 2019/20	50	All units for rent
Site 3 2022/23	80	39 rent, 41 shared ownership/ sale

- 2.10 The table below outlines the potential annual revenue savings for adult social care that could be secured by the development of 227 extra care units between now and 2030.

Year	Number of Additional places for ASC clients (Affordable Rent)	Maximum Saving Assuming Full Occupancy	Medium Term Financial Strategy Saving
2018-2019 (Moreton Close)	51	£819,015	£465,000
2019-2020	50	£802,956	£760,000
By 2025	89	£1,483,537	TBC
By 2030	37	£594,187	TBC
Total	227	£3,699,695(potential)	

^{[1][1]} SWIFT Data Analysis - Adults category strategy workshop may 2015 CAPITA

2.11 Subject to feasibility studies and securing appropriate capital investment, it is proposed that in addition to Moreton Close the first two of these schemes will be developed in partnership with the Barnet Group. Barnet Homes has a dedicated development team working with PRP Architects (experts in the design of extra care) and Hunters Employers Agents to design and develop the additional units. Initial work has commenced to test the market to identify a potential developer for the third scheme and a further report will be bought to the Committee.

Barnet’s Framework for Extra Care and Support Services

2.12 In taking forward extra care provision in the borough there is a need to ensure that services will be provided in a way that maximises and maintains independence, providing people with the opportunity to live life to the full. To do this it is proposed that y a consistent set of expectations and quality standards is applied to these services. The proposed framework includes the following:

- Services will be designed to promote independence, choice and inclusion, and to encourage wellbeing and personal growth, as well as the acceptance of personal responsibility.
- Care and support providers must be able to demonstrate that they are able to work with complex health and social care needs to help individuals remain in their homes even when conditions fluctuate or decline.
- Everyone should has access to a range of social and cultural activities arranged for people to access as they wish, developing community capacity and encouraging the involvement of volunteers.
- A twenty-four hour, seven days a week ‘peace of mind’ service should be available to all residents as part of the core support offer.
- Staff should have the right skills to be able to work with service users with different levels of need.
- Staff should listen to residents, carers and families.
- Care and support providers must create and maintain strong partnerships with social care professionals, primary care and secondary care staff.
- A range of assistive technologies must be available within the schemes.
- The service will provide positive end of life care to those residents who wish to have this service.

Outcome measures for extra care and support services should include:

Client Satisfaction Measures	<p>% of residents who report they have been able to exercise choice and be in control of their accommodation</p> <p>% of family representatives who report they have the opportunity to maintain relationships</p> <p>% service users who feel they are able to live as independently as they wish</p> <p>% of residents who report they have the opportunity to mix with others and join in social activities and/or participate in organised activities going to pubs, restaurants, library, or faith and cultural communities e.g. attending church, synagogue, temple, mosque, meditation</p> <p>% of residents who report they have the opportunity to maintain friendships and make new friends</p> <p>% of residents who report that staff are kind and that they are skilled and knowledgeable in their roles</p>
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Activity Measures	<p>% of service users who have positively moved towards their Support Plan outcomes using an evidence based monitoring tool such as the outcomes star</p> <p>% service users able to maintain family/social networks, if desired</p> <p>% service users receiving assistance with making benefit claims, budgeting, maximising income</p> <p>% service users where there are no issues with tenancy as demonstrated through: e.g. rent and service charge arrears, complaints from neighbours.</p> <p>Annual report with calendar of events and numbers attending (e.g. exercise programmes, health checks etc.)</p>
Quality Measures	<p>% of residents who have maintained a safe and healthy home environment</p> <p>Number of attendances by service users – at Accident & Emergency</p> <p>% of tenancies that breakdown within 3 months of support commencing</p> <p>Number of resolved and unresolved complaints in the scheme.</p> <p>% of residents who report that participation in community / activities has led to an improvement in their wellbeing</p> <p>Staff attending accredited training</p> <p>% staff completing training in line with their development plans and receiving a positive annual appraisal</p>

Moreton Close

- 2.13 Early in its development, it was recognised that Moreton Close would benefit from partnership working between the Council and an expert care provider to ensure innovation in the delivery of care and support and maximise the use of the space at the scheme. As Moreton Close is a Barnet Homes development, the Council was able to engage with Your Choice Barnet (YCB), the Barnet Group's care provider, to co-produce an enhanced offer, with input from the Council, the provider (YCB) and representatives of service users and carers.
- 2.14 YCB is a local authority trading company and, as such, the Council is able to enter a contract with YCB without undertaking competitive procurement. In view of the dementia focus of Moreton Close, it is anticipated that working effectively with service users who have behaviour that may challenge will be key to the success of the scheme. This is an area where YCB has significant expertise. It is recommended that the Council enters a formal dialogue with YCB to provide the care and support services at Moreton Close.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The option of not expanding extra care housing and continuing to place older people in residential care was considered. This is not recommended as:

- It would not achieve the strategic objective of maximising choice and independence for older people
- It would not address the shortfall in stock
- It would not enable identified cost savings to be achieved.

3.2 The option of taking the care and support service at Moreton Close to full Official Journal of the European Union (OJEU) procurement was considered but is not recommended as:

- Formal dialogue with The Barnet Group will achieve the Council's commissioning intentions whilst avoiding the time and costs of an OJEU procurement.
- The close working of Barnet Homes and YCB provides additional value which the Council may not be able to secure through other arrangements.

4. POST DECISION IMPLEMENTATION

4.1 The additional extra sites will form part of Barnet's development pipeline. Initial feasibility studies of the potential extra care sites will be commissioned and further work on viability will be undertaken.

The dialogue with the Barnet Group regarding Moreton Close will be further progressed, with final decisions being made in accordance with the Council's constitution and schemes of delegation

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Corporate Plan 2015 – 2020 sets out the Council's vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- of opportunity, where people can further their quality of life
- where people are helped to help themselves, recognising that
- prevention is better than cure
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer

5.1.2 The 2016-2017 Addendum to the 2015-2020 Adults and Safeguarding Commissioning Plan includes the following commissioning priorities:

- Developing best practice social care, focused on what people can do and how they can help themselves.

- Diversifying Barnet's accommodation offer to help more people live independently.
- Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering.
- Integrating health and social care services to prevent crises and help individuals stay well and in their own homes.
- Improving the borough's leisure facilities to support and encourage active and healthy lifestyles

5.1.3 The expansion of extra care provision in partnership with the Barnet Group supports delivery of these priorities. It also supports the priorities of the Joint Health and Wellbeing Strategy (2015 – 2020) and the strategy's themes of wellbeing in the community and care when needed. The expansion of extra care contributes to meeting the commitments of the Dementia Manifesto for Barnet, supporting people with dementia to live a full and active life, and enabling them to live at home for longer.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property)

5.2.1 The Policy and Resources Committee on 28th June 2016 tasked the Adults and Safeguarding Committee with developing proposals for savings of £15.070m between 2016 and 2020. The priority focus will be reducing demand for Adult Social Care Services through the development of a range of services as an alternative to high cost provision and commissioning the most effective prevention and early intervention services.

5.2.2 The Adults Business Plan included the following profile of savings:

MTFS Saving	2017-2018	2019-2020
Extra Care Provision	£465,00	£760,000
Number of new units	51	50
Savings per week per unit	£308	£308 (savings only calculated for affordable rent flats)

5.2.3 The total capital budget for Moreton Close is £15.1m. At affordable rents with the benefit of funds from the GLA and Right to Buy receipts of £8.41m and including the fit out costs of £300k. It is anticipated that the scheme will break even in year 5 and with an internal rate of return of 6.02%.

5.2.4 Capital funding from HRA of £12.4m to develop an additional 50 places was agreed as part of the 2015-2016 Capital Programme. This will enable the development of the 50 additional units for 2019-2020. A bid for additional capital funding of £23.8m for a further scheme of 50 affordable rent units and 25 private sale units has been made as part of the Regeneration and Growth development pipeline.

5.2.5 With the contract for care and support at Moreton Close, value for money will be assured through the dialogue process, together with comparison with extra care and similar services in the borough and elsewhere.

5.2.6 **Procurement Approach:** as a successful London borough demand for land for

residential developments exceeds the land available. Accommodation for people with additional needs is only one of many competing demands. There are a number of ways that Barnet can create the required additional extra care places in the borough:

- Use Council owned surplus land/ buildings (including HRA) and invest the capital from the Council's budgets into development.
- Refurbish or remodel an existing sheltered/residential scheme – either one already owned by the Council or in partnership with another provider
- Change the use of an existing sheltered housing scheme by providing additional services in partnership with sheltered care providers.
- Demolish an existing residential/sheltered scheme and rebuild as an extra care facility owned by the Council or in partnership with another provider.

5.2.7 The basis of the partnership between social care developers and the Council would need to include the Council guaranteeing occupancy and minimum care provision to be purchased from the provider for a fixed period of time. It is expected that in return for this commitment the provider will bring an asset/ capital to the development of new schemes. It is likely that the nature of the agreements between the Council and the social care developer will vary depending on the nature of the asset they intend to bring to the partnership. Work is currently being undertaken to test the market and our procurement approach will be shaped by the outcomes of this testing.

5.3 Social Value

5.3.1 As required by the Public Services (Social Value) Act 2013, social value considerations will be taken into account in expanding extra care provision in the borough. It is anticipated that significant social value will be delivered in a number of ways, including:

- Extra care schemes will provide a valuable resource for the local community and in particular the older people living in the area.
- Extra care schemes will create opportunities for local employment in terms of care and support staff, the running of cafes and other facilities (such as hairdressing, chiropody) and ground maintenance.
- Extra care schemes will provide opportunities for volunteering by local residents.
- Extra care schemes can provide community space for use by local groups, and opportunities for local groups to interact with residents facilitating the strengthening of communities.

5.3.2 The Barnet Group, in relation to Moreton Close, has indicated that significant social value could be delivered through:

- People with disabilities supported by YCB either taking on paid posts at Moreton Close or volunteering at the service in order to gain skills and confidence. Opportunities include additional support to residents, domestic duties in communal areas, working within the concierge service, working in the café or the hairdressers, supporting the activity and events offer available for all tenants
- Expanding social value into the wider community surroundings through:

- Intergenerational initiatives with local schools – leading to befriending and a reduction in social isolation
- Health and social care apprenticeships (local) & graduate programs
- Digital inclusion initiatives
- Volunteering

5.4 Legal and Constitutional References

5.4.1 Council Constitution, Agreement Procedure Rules, The Terms of Reference for the Adults and Safeguarding Committee are set out in the Council’s Constitution (Responsibility for Functions, Appendix A). The Adults and Safeguarding Committee has the following responsibilities:

- To be responsible for those powers duties and functions of the Council in relation to Adults and the Communities
- Promoting the best possible Adult Social Care services.
- To ensure that the Council’s safeguarding responsibilities are taken into account.
- To consider for approval any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources.
- Authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in Agreement Procedure Rules.

5.4.2 HB Public Law has confirmed that the so-called ‘Teckal’ exemption (Regulation 12[1]) applies under the Public Agreements Regulations 2015 (PCR2015). This exemption allows the Council to make a direct award of a service agreement to YCB without a competitive procurement.

5.4.3 The Teckal exemption is satisfied because:

- Regulation 12a – YCB is “controlled” by the Council (as it is the sole shareholder through the Barnet Group). There is a shareholder agreement in place between The Barnet Group and the Council;
- Regulation 12b – YCB carries out over 80% of its activities for the Council; and
- Regulation 12c – There is no private ownership of YCB.

5.4.4 The provision of Extra Care Housing is in line with the duties of the Council under the Care Act 2014 in providing choice to residents, preventing or reducing needs and promoting a resident’s well-being.

5.5 Risk Management

5.5.1 A failure to provide appropriate accommodation could result in adults being without the appropriate services which in turn may increase the demand on more intense, longer and more expensive care and support. The recommendations in this report have been fully considered to minimise this risk and to deliver timely and costly extra care provision.

5.5.2 Activity is in place to ensure that schemes are fully occupied. Waiting lists for the two local schemes are being reviewed. A scheme manager will be in place six months before the scheme opens and will be responsible for working closely with Adult Social Care and Barnet Homes to ensure that the scheme is fully occupied.

5.6 Equalities and Diversity

5.6.1 Section 149 of the Equality Act 2010 sets out the public sector equality duty which obliges the Council to have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation; advance equality of opportunity between those covered by the Equalities Act and those not covered e.g. between disabled and non-disabled people; and foster good relations between these groups. The protected characteristics are age, disability; gender reassignment; pregnancy and maternity; religion or belief; sex; sexual orientation.

5.6.2 By section 149(2) of the Equality Act 2010, the duty also applies to 'a person, who is not a public authority but who exercises public functions and therefore must, in the exercise of those functions, have due regard to the general equality duty'. This means that the council, The Barnet Group LTD, Your Choice (Barnet) Limited and Barnet Homes LTD will need to have regard to their general equality duty.

5.6.3 An equalities impact assessment (EqIA) has been carried out regarding proposals for the care and support service at Moreton Close (attached as appendix A). This has shown an overall that there will be an overall significant positive impact on equalities strands and there are no equalities risks associated with the proposals.

5.6.4 Based on the Moreton Close EqIA, it is anticipated that for all extra care schemes developed, there will be an overall significant positive impact on equalities strands and there are no equalities risks associated with the proposals. An equalities impact assessment will be completed for each proposed scheme.

5.7 Consultation and Engagement

5.7.1 Carer and service user representatives have been involved in research into good practice in care and support in ECH schemes, through in-borough visits and out of borough visits. This has informed the development of the Barnet model of extra care. A focus group was held with residents at one of the borough's existing ECH schemes - co-facilitated by carer representative.

5.7.2 Barnet Homes and council officers carried out a consultation meeting with the residents of the sheltered housing scheme at Moreton Close in September 2013. Further meetings took place to keep those residents informed and updated, and to address any concerns. All residents were met with individually to discuss individual housing needs and aspirations.

6. BACKGROUND PAPERS

6.1 Housing Strategy and Housing Committee Commissioning Plan, Housing Committee, 19th October 2015

<https://barnet.moderngov.co.uk/documents/s26448/Housing%20committee%20report%20housing%20commissioning%20plan%20strategy%20final%20cleared%20report.pdf>

- 6.2 Funding for an Extra Care Housing Scheme at Moreton Close, NW7 and Advance Acquisitions of Leasehold properties on Regeneration Estates, 21st July 2014
<https://barnet.moderngov.co.uk/documents/s16154/Funding%20for%20an%20Extra%20Care%20Housing%20Scheme%20at%20Moreton%20Close%20NW7%20and%20Advance%20Acquisitions%20of%20Leasehold.pdf>
- 6.3 Annual Performance Report and the Local Account 2015/16, 13th July 2016
<https://barnet.moderngov.co.uk/documents/s33224/Annual%20Performance%20Report%20and%20Local%20Account.pdf>
- 6.4 Adults and Safeguarding Business Plan 2016-17 , Adults and Safeguarding Committee, 12 November 2015
<https://barnet.moderngov.co.uk/documents/s27181/Adults%20and%20Safeguarding%20Business%20Plan%202016-2017.pdf>

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Appendix 1

Equality Impact Analysis (EIA) Resident/Service User

Please refer to the guidance and initial Equality Impact Analysis before completing this form.

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Procurement of care and support at Moreton Close Extra Care Housing Scheme	
Is it a new or revised function, policy, procedure or service? New service	
Department and Section: Commissioning Group	
Date assessment completed: October 2016	
2. Names and roles of people completing this assessment:	
Lead officer	Karina Vidler, Commissioning Lead Older People
Stakeholder groups	Adults & Communities Delivery Unit The Barnet Group
Representative from internal stakeholders	Teresa Gravett-Smith, title, Adults & Communities Delivery Unit
Representative from external stakeholders	Julie Riley, Director of Care & Support, The Barnet Group
Delivery Unit Equalities Network rep	
Performance Management rep	
HR rep (for employment related issues)	
3. Full description of function, policy, procedure or service:	
What is proposed	
It is proposed that the council enters into an agreement with The Barnet Group for the provision of a care and support service at Moreton Close Extra Care Housing (ECH) Scheme. Moreton Close ECH Scheme is a new build 53-unit scheme in Mill Hill, NW7 due to open in November 2017. The scheme will have a dementia focus; residents will have a housing need together with	

a care need arising from dementia, disability or other factors.

The agreement is being established under the Teckal exemption, in line with the council's Contract Procedure Rules. Subject to approval by the Adults and Safeguarding Committee, it is proposed to enter an agreement for five years from 1 November 2017 – October 2020, with the option of a two year extension.

The council will fund care and support subject to eligibility for adult social care and financial assessment.

Extra Care Housing

Extra Care Housing is designed primarily for frailer older people and some younger people with disabilities who are able to live safely on their own. The aim is to maximise independence and choice for residents and it is a popular alternative to residential care. Residents at Moreton Close will have their own self-contained flat and security of tenure, renting via assured shorthold tenancy.

The scheme will provide care and support for people with varying levels of need and this will be available on site at all times. The care and support service will be registered as a domiciliary care provider with the Care Quality Commission (CQC).

The scheme will provide a range of community facilities including a communal lounge, dining area, kitchen facilities, laundry, hairdressing, assisted bathroom and guest rooms and meals from a café style facility. For couples where just one person has care needs, they will be able to continue living together at Moreton Close in a safe and caring environment.

Why the service is needed

The provision of flexible, person centred care and support is an intrinsic element of any ECH scheme. It is vital that this service is put in place for Moreton Close ECH Scheme to function.

The development of Moreton Close supports the council's Corporate Plan 2015 – 2020 and the Joint Health and Wellbeing Strategy 2015 - 2020. It also supports implementation of the Dementia Manifesto for Barnet. The scheme will meet a number of strategic objectives in:

- addressing the current shortfall in Extra Care dwellings within the housing stock
- addressing the demographic trend within the borough of an ageing population that will require Extra Care Housing
- addressing the Adults and Safeguarding commissioning priority of diversifying Barnet's accommodation offer to help more people live independently
- increasing the opportunities for individual with disabilities to live as independently as possible and have choices about how they want to live their lives
- providing more housing choice for older people with care and support needs, particularly those with dementia
- increasing the number of affordable homes for households in housing need thus reducing the need for such households to remain in unsuitable housing.
- contributing to savings by making available an alternative to residential care. The scheme will deliver £380,000 of savings to Adults and Communities service budget in 2017/18 compared to use of more costly residential care. The savings will be ongoing as the

properties will continue to meet these needs.

- enabling residents to remain in their own home as long as possible as care can be adjusted to respond to changing needs, reducing the need for costly residential care.
- achieving the positive benefits reported by Barnet residents living in existing schemes which include feeling secure, having access to help when needed and inclusion rather than isolation.

It is estimated that there are currently over 4,000 people with dementia in Barnet and by 2021 this figure is expected to increase by 24%. Dementia presents a significant health and social care challenge to the borough. Moreton Close ECH scheme will contribute to ensuring that appropriate housing and support is available for people with dementia in Barnet.

Aims and objectives

The aim is to procure a care and support service which will:

- support people who have been assessed as being eligible for a required amount of supervision and assistance with their personal care, practical and domestic tasks, in order to maximise their independence and ability to maintain their tenancy.
- support people to continue to live in their own homes in safety and comfort.
- ensure support is provided in ways that are enabling and maintain, maximise and promote mental and physical health, well-being and an active life - thus maximising independence and minimising dependency.
- provide services to people in accordance with individual support plans and to consult with people wherever possible regarding support they receive.
- minimise the risk of social isolation.
- encourage, maintain and develop people's existing skills.
- provide flexibility, recognising that people's physical ability and emotional capacity to cope may vary from day to day.
- meet people's cultural, ethnic and faith needs appropriately.

The specification for care and support will require an inclusive approach to individuals' needs and preferences allowing different demographic groups to live together. It will also consider carers' needs and personalised approaches to deliver a matrix of support for residents.

Housing management at Moreton Close ECH Scheme will be provided by Barnet Homes, which is part of The Barnet Group. The care and support provider function will have a close working relationship with the housing management function. Roles and responsibilities of each party will be documented in a protocol.

Who will benefit from the service?

All residents at Moreton Close will be able to access the care and support procured. Residents will be able to choose who delivers their support. They will be encouraged to obtain this from The Barnet Group, and supported if they choose to do otherwise.

The scheme allocations policy will be based on the following eligibility and allocations criteria:

Eligibility criteria

- Individual has housing need

- adult social care eligible client
- Age 55/ 60+ or registered disabled with assessed needs and lifestyle suited to living in community of older people

Allocations criteria

- Address currently unmet need
- Reflect scheme focus e.g.dementia
- Relocate people from residential care
- Focus on frail elderly with mental agility declining
- Achieve mixed community of residents with low, medium and high needs - ‘thirds principle’

Outcomes:

The care and support service will be designed and delivered to achieve specific **outcomes**. The following framework will be updated, working with The Barnet Group, service users and carers:.

Outcome	Measure (to be confirmed)
A good quality of life	<ul style="list-style-type: none"> • Satisfaction levels • Improvements in health and well being (e.g. exercise programmes, health checks, falls etc) • Freedom from discrimination • Maintenance of family relationships/social networks
An independent life	<ul style="list-style-type: none"> • % able to prepare meals • Unplanned hospital admissions • Number of tenants with dementia being supported • Income maximisation • Use of local universal services
A home for life	<ul style="list-style-type: none"> • % of those who die at home • % of tenants with dementia and other additional needs e.g learning disability being supported
An enjoyable life	<ul style="list-style-type: none"> • Annual report with calendar of events and numbers attending • Use of facilities by outside groups
High quality services	<ul style="list-style-type: none"> • Satisfactory performance information

How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>The majority of scheme residents will be older people (a significant proportion of whom will have dementia). For this age group, the scheme will have significant positive impact in that it will:</p> <ul style="list-style-type: none"> - maximise choice, offering an independent living option which is alternative to residential care - maximise independence, with residents being able to live in their own home, experience reduced social isolation and increased wellbeing. - provide a home for life, with flexibility in care and support to meet changing need. - enable couples to remain living together, whereas this can be difficult in residential care. <p>The scheme will have no impact on other age groups.</p> <p>Data</p> <p>The vast majority of people entering residential care are aged 65 plus:</p> <p><u>2014/15 – admissions to residential care in Barnet:</u></p> <p>Aged 65 plus: Over 600 people per 100,000 population</p> <p>Aged 18 – 64: under 20 people per 100,000 population</p> <p>(Source: The Right Home – Barnet’s Strategic Commissioning Plan for Adults</p>	N/A

		<p>Accommodation and Support)</p> <p>Dementia incidence is much higher in older age groups, and increases markedly with age. Amongst the 65+ age group, estimated prevalence ranges from 7.8% to 8.7%, and amongst those aged 85 or over, prevalence is nearly 1 in 4.</p> <p>(Source: Service Specification - Barnet Dementia Support Services 2015)</p> <p>The Barnet over-65 population is forecast to grow three times faster than the overall population between 2015 and 2030, and the rate increases more in successive age bands. For instance, the 65+ population will grow by 34.5% by 2030, whereas the 85 and over population will increase by 66.6%.</p> <p>(Barnet Joint Strategic Needs Assessment 2015 – 20)</p> <p>Table 1</p> <table border="1" data-bbox="635 987 1303 1339"> <thead> <tr> <th colspan="3">Extra Care Accommodation in Barnet Service Users by Age Band</th> </tr> <tr> <th>Age Band</th> <th>Wood Court</th> <th>Goodwin Court</th> </tr> </thead> <tbody> <tr> <td>45-54</td> <td>< 5</td> <td>< 5</td> </tr> <tr> <td>55-64</td> <td>< 5</td> <td>7</td> </tr> <tr> <td>65-74</td> <td>12</td> <td>12</td> </tr> <tr> <td>75-84</td> <td>13</td> <td>10</td> </tr> <tr> <td>85+</td> <td>< 5</td> <td>8</td> </tr> <tr> <td>Total</td> <td>31</td> <td>39</td> </tr> </tbody> </table> <p>Source: Barnet Council Adults and Communities Delivery Unit Analysis – 2016</p>	Extra Care Accommodation in Barnet Service Users by Age Band			Age Band	Wood Court	Goodwin Court	45-54	< 5	< 5	55-64	< 5	7	65-74	12	12	75-84	13	10	85+	< 5	8	Total	31	39	
Extra Care Accommodation in Barnet Service Users by Age Band																											
Age Band	Wood Court	Goodwin Court																									
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85+	< 5	8																									
Total	31	39																									
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>The scheme is designed for older people with various health conditions and frailty, and for younger people with disabilities.</p> <p>The whole scheme is fully accessible to wheelchair users with:</p> <ul style="list-style-type: none"> - 100% wet-room bathrooms with shower only - two lifts to facilitate emergency exit - strengthened ceilings in bedrooms for hoists as required - other facilities compliant with life time homes. Kitchens can be adapted for wheelchair users. <p>For disabled people, the scheme will have</p>	N/A																								

		<p>significant positive impact in that it will:</p> <ul style="list-style-type: none"> - maximise choice, offering an independent living option which is alternative to residential care - maximise independence, with residents being able to live in their own home, experience reduced social isolation and increased wellbeing. - provide a home for life, with flexibility in care and support to meet changing need. - enable couples to remain living together, whereas this can be difficult in residential care. <p>Data</p> <p>The prevalence of physical disabilities increases as the population becomes older, with the highest rates of both moderate and serious disabilities located within the 55-64 age group. It is likely that people aged 65 and over will have higher rates of moderate or serious physical disabilities. The majority of people living with dementia in the borough are age 65+.</p> <p>Due to the projected population increase in the 65 and overs, the number of people aged over 65 with moderate or severe learning difficulties is estimated to rise from 143 in 2015 to 187 in 2030; a rise of over 30%.</p> <p>Source: Barnet Joint Strategic Needs Assessment 2015 – 20</p>	
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No foreseen impact on any resident based on their gender reassignment status.	N/A
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No foreseen impact on any resident based on their pregnancy or maternity status.	N/A
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>The service specification will require personalised care and support to be provided in a culturally appropriately manner to meet the needs of Barnet’s diverse communities.</p> <p>People of all ethnic groups will be admitted to the scheme, and this will be reflected in the</p>	N/A

allocations policy. Places will be allocated on the basis of need, and not on the basis of race / ethnicity.

The scheme will have positive impact on people from BME groups living with dementia. Barnet's ageing population will become increasingly diverse and thus a greater proportion of people with dementia in the borough will be from Black and Minority ethnic groups in the future.

Low levels of awareness of dementia and attitudes/stigma within BME communities can act as barriers to people accessing appropriate services. Under the scheme's allocations policy, a significant proportion of potential residents will be identified by health and social care practitioners. We will also work with local community groups to promote the scheme to ensure that extra care provision is promoted within these communities

Impact will be in terms of the factors described in 1 and 2 above.

Data

By age, in Barnet the highest proportion of the population from White ethnic backgrounds is found in the older age groups, whereas the highest proportion of people from Black, Asian and Minority Ethnic groups is found in the younger age groups. Barnet's population is projected to become increasingly diverse as the White British population is projected to decrease in proportion to the total population (from 61.3% in 2015 to 58.4% in 2021 and 56.4% in 2030)

Table 2

Barnet Population by Ethnicity 2015		
Ethnicity	No. of People	% of Population
All Ethnicities	367,264	100.0%
White	225,192	61.3%
Black, Asian and Minority	142,076	38.7%
Other Asian	34,296	9.3%
Indian	27,530	7.5%
Other	25,916	7.1%
Black African	21,174	5.8%

Black Other	11,588	3.2%
Chinese	8,804	2.4%
Pakistani	5,699	1.6%
Black Caribbean	4,615	1.3%
Bangladeshi	2,454	0.7%

Source: Barnet Joint Strategic Needs Assessment 2015 - 20

Table 3

Extra Care Accommodation in Barnet Service users by Ethnic Origin		
Ethnic Origin	Wood Court	Goodwin Court
Asian/Asian British Indian	< 5	< 5
Asian/Asian British Other	< 5	< 5
Asian/Asian British Pakistani	< 5	< 5
Black/Black British African	< 5	< 5
Black/Black British Caribbean	< 5	< 5
Black/Black British Other	< 5	< 5
White British	21	24
White Irish	< 5	< 5
White Other	< 5	9
Refused	< 5	< 5
Total	31	39

Source: Barnet Council Adults and Communities Delivery Unit Analysis – 2016

<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Positive impact</p> <p>The service specification will require personalised care and support to be delivered in a culturally sensitive way, taking into account each resident's religion or belief.</p> <p>People of all faiths or none will be admitted to the scheme, and this will be reflected in the allocations policy. Places will be allocated on the basis of need, and not on the basis of religion or belief.</p> <p>It is not possible to determine the proportion of</p>	<p>N/A</p>
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people of different religions / beliefs that will enter the scheme.

Data

Over the ten years between the 2001 and 2011 Census the religious makeup of Barnet has become increasingly diverse, with proportionate growth in most religions except Christianity and Hinduism. The largest increase was in the number of Muslims within the Borough, which increased by 4.2%, although people with no religion had the second highest rate of growth and now accounts for 16.1% of the population. After Christianity, Judaism was the second most common religion, with Barnet continuing to have the largest Jewish population in the country.

Table 4

Barnet Population by Religion 2011		
Religion	No. of People	% of population
Christian	146,866	41.2%
Buddhist	4,521	1.3%
Hindu	21,924	6.2%
Jewish	54,084	15.2%
Muslim	36,744	10.3%
Sikh	1,269	0.4%
Any other religion	3,764	1.1%
No religion	57,297	16.1%
Religion not stated	29,917	8.4%

Source: Barnet Joint Strategic Needs Assessment 2015 - 20

7. Gender / sex

Yes / No

Positive impact

The scheme will have positive impact on all potential residents regardless of gender.
It will have a relatively greater positive impact on women as:

- There are more women than men in the older population in Barnet.
- As age increases, the ratio of women to men in the Barnet population increases, and dementia becomes more common

N/A

with age.

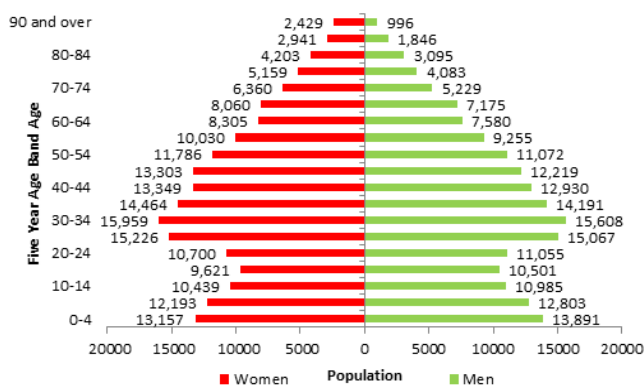
- More women than men are affected by health issues and therefore are more likely to have care needs.
- Women are more likely to develop dementia than men. This is mostly because women tend to live longer than men and as dementia becomes more common with age, more women develop the condition.

Impact will be in terms of the factors described in 1 and 2 above.

Data

By gender, women account for a larger proportion of the Barnet population than men. 51.1% (187,685) of the population are women and 48.9% (179,580) of the population are men. The proportion of men to women is roughly equal below 65, whereas above 64, women account for 56.5% of the population (29,152) compared to men who account for 43.5% (22,423). This reflects the longer lifespans of women.

**Figure 1
Barnet Population by Age Band and Gender in 2015**



Source: Barnet Joint Strategic Needs Assessment 2015 - 20

In the UK 61% of people with dementia are female and 39% are male.

Source: Dementia Consortium – Dementia

		<p>Facts</p> <p>Table 5</p> <table border="1"> <thead> <tr> <th colspan="4">Extra Care Accommodation in Barnet</th> </tr> <tr> <th colspan="4">Service users by Gender</th> </tr> <tr> <th>Gender</th> <th>Wood Court</th> <th>Goodwin Court</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>15</td> <td>27</td> <td>42</td> </tr> <tr> <td>Male</td> <td>16</td> <td>12</td> <td>28</td> </tr> <tr> <td>Total</td> <td>31</td> <td>39</td> <td>70</td> </tr> </tbody> </table> <p>Source: Barnet Council Adults and Communities Delivery Unit Analysis – 2016</p>	Extra Care Accommodation in Barnet				Service users by Gender				Gender	Wood Court	Goodwin Court	Total	Female	15	27	42	Male	16	12	28	Total	31	39	70	
Extra Care Accommodation in Barnet																											
Service users by Gender																											
Gender	Wood Court	Goodwin Court	Total																								
Female	15	27	42																								
Male	16	12	28																								
Total	31	39	70																								
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No foreseen impact on any resident based on their sexual orientation.	N/A																								
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>Positive impact on married people, as couples will be able to live together whereas this is difficult in residential care.</p> <p>Positive impact on couples who are unmarried for the above reason.</p> <p>No impact on people who are unmarried and not in a couple relationship.</p>	N/A																								
10. Other key groups?	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Yes – see below	N/A																								
Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact</p> <p>The scheme will enable couples to remain living together, whereas this can be difficult in residential care. Where a carer is a partner / spouse this will have positive impact.</p> <p>The move to a safe environment where changing care needs can be met may result in a decreased caring responsibility.</p>																									
People with mental health issues																											
Some families and lone parents	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Positive impact: People with care needs arising from mental health issues will be able to access the scheme. Impact will be through the factors described in 1 and 2 above.</p>																									
People with a low income																											

Unemployed people Young people not in employment education or training	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Positive impact: The scheme will be available to adult social care clients. More adult social care clients have a low income than is the case for the general population.</p>	
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<p>4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</p>
<p>Moreton Close is a high quality new build Extra Care Housing Scheme owned by the council and managed by Barnet Homes. Increasing the availability of ECH homes is a priority for the council. Provision of care and support is essential to the operation of the scheme. Allocation of these homes to service users as an alternative to residential care should have a positive impact on satisfaction ratings.</p>
<p>5. How does the proposal enhance Barnet's reputation as a good place to work and live?</p>
<p>See 4 above: The development of Moreton Close ECH Scheme, intrinsic to which is the provision of quality, flexible, personalised care and support, will enhance the council's reputation.</p>
<p>6. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</p>
<p>Barnet's diverse communities are likely to feel more confident about the council as the new scheme will show the council's commitment to addressing housing, care and support needs by supporting the individual's independence, choice and control and providing an alternative to residential care. It will result in a reduction in support costs and residential placements.</p> <p>Barnet's diverse communities will be able to access the scheme, and this will be reflected in the allocations policy.</p>
<p>7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how</i></p>

frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)

The Adults and Communities Delivery Unit will monitor the service in line with existing procedures.

8. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The scheme will allow different demographic groups to live together in the community.

9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

The development of the service specification for care and support has involved the following consultation and engagement:

- Carer and service user representatives involved in research into good practice in care and support in ECH schemes:
 - in-borough visits
 - out of borough visits
 - focus group with residents at one of the borough's existing ECH schemes - co-facilitated by carer rep
 - drafting of good practice report
- Service user and carer involvement in service specification development
- Barnet Homes and council officers carried out a consultation meeting with the residents of the sheltered housing scheme at Moreton Close in September 2013. Further meetings took place to keep those residents informed and updated, and to address any concerns. All residents were met with individually to discuss individual housing needs and aspirations.
- Formal planning consultation has been undertaken on the development. Planning permission is in place.

- Overall Assessment

10. Overall impact		
Positive Impact	Negative Impact or Impact Not Known ¹	No Impact
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

12. Outcome			
No change to decision	Adjustment needed to decision	Continue with decision <i>(despite adverse impact / missed opportunity)</i>	If significant negative impact - Stop / rethink
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

13. Please give full explanation for how the overall assessment and outcome was decided.

As Moreton Close is a new scheme there is no data on existing users. Analysis has been based on residents who are likely to use the scheme, as defined by:

- the target group for which the scheme is designed and as will be reflected in the scheme's allocations policy
- the group served by residential care, for which the scheme is an alternative
- residents in the borough's existing ECH schemes, Wood Court and Goodwin Court

Analysis has been carried out with reference to::

- The draft service specification for care and support at Moreton Close ECH Scheme
- The Barnet Council Right Home Strategic Commissioning Plan
- Barnet Joint Strategic Needs Assessment (2015 – 20)
- Barnet Council Right Home Strategic Commissioning Plan 2016
- Barnet Joint Health and Wellbeing Strategy (2015 – 20)
- Report to Policy and Resources Committee 21 July 2014, which informed the committee's decision to approve capital funding of Moreton Close Extra Care Housing Scheme

	<p align="center">Adults and Safeguarding Committee 10th November 2016</p>
<p align="center">Title</p>	<p>Prevention and Early Support Services</p>
<p align="center">Report of</p>	<p>Commissioning Director Adults and Health</p>
<p align="center">Wards</p>	<p>All</p>
<p align="center">Status</p>	<p>Public</p>
<p align="center">Urgent</p>	<p>No</p>
<p align="center">Key</p>	<p>Yes</p>
<p align="center">Enclosures</p>	<p>None.</p>
<p align="center">Officer Contact Details</p>	<p>Kirstie Haines, Strategic Lead Adults Wellbeing Email: Kirstie.haines@barnet.gov.uk Tel: 07885208808</p> <p>Zoë Garbett, Commissioning Lead Health and Wellbeing Email: zoe.garbett@barnet.gov.uk Tel: 0208 359 3478</p>

<h2>Summary</h2>
<p>The Council, through its adult social care and public health services commissioning plans, has recognised the importance of prevention services that are effective in keeping people independent and healthy. Over recent years the Council has developed innovative community based services and initiatives that help people remain independent and reduce demand for adult social care services. The Care Act 2014 placed a duty on Local Authorities to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute towards preventing or delaying the development by adults in its area of needs for care and support. The Adults and Safeguarding Committee agreed the Council’s adult social care Prevention Policy in March 2015.</p>
<p>The Adults and Safeguarding Commissioning Plan sets out how working age adults and older people will be provided with the tools to manage their own health and wellbeing and maintain independence through effective information and advice, services that focus on</p>

increasing wellbeing and a new programme of support for carers. This report outlines the Council's approach to prevention and early support, including the Care Act 2014. The Council has reviewed the prevention services it currently provides to ensure that they are evidence based and provide maximum value for money. This report sets out the implications following this review.

Recommendations

- 1. That the Committee notes:**
 - a. The expansion of prevention and early support activities targeting current and potential adult social care users in the borough**
 - b. The work being progressed to ensure that these activities provide good value for money and reduce future demand for Adult Social Care services.**
- 2. That the Committee agrees the proposed changes to commissioned services as detailed in the report (section 2) subject to the outcome of consultation with current service users.**
- 3. That the Committee agrees to receive a consultation report at its meeting on 23 January 2017.**

1. WHY THIS REPORT IS NEEDED

National Context

- 1.1 The Care Act 2014 (the Act)¹ placed a duty on Local Authorities to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will:
 - a) contribute towards preventing or delaying the development by adults in its area of needs for care and support;
 - b) contribute towards preventing or delaying the development by carers in its area of needs for support;
 - c) reduce the needs for care and support of adults in its area;
 - d) reduce the needs for support of carers in its area.
- 1.2 The Better Care Fund requires local areas to work across health and social care boundaries to reduce the numbers of elderly and frail people who have unplanned admissions to hospital and residential care.
- 1.3 The Five Year Forward View², published in October 2014, outlined the requirement for a radical upgrade in prevention and public health. In December 2015, the NHS planning guidance 16/17 – 20/21 outlined a new approach to NHS planning to 2020; to support the delivery of the Five Year Forward View. Every health and care system has been working to produce a Sustainability and Transformation Plan (STP), showing how local services will become sustainable over the next five years. Local systems are called

¹ The Care Act 2014 – www.legislation.gov.uk/ukpga/2014/23/contents

² Five Year Forward View - <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

together in STP 'footprints' with Barnet included in the North Central London sub-regional area.

Local context

- 1.4 As set out in the Prevention Policy³, agreed by the Committee in March 2015, the Council remains committed to preventing and delaying the development of care and support needs for adults and support needs for carers; and to reducing the existing care and support needs for adults and support needs for carers. This requires collaboration between the Council services such as public health, family services and housing, statutory partners, the NHS as well as voluntary and community organisations to develop an integrated local approach to prevention.
- 1.5 The approach outlined in this paper enhances the Prevention Policy. The Council has increased its understanding of current and future demand for preventative and early support as well as the evidenced based activities known to effectively meet these needs.
- 1.6 The Council has developed a new model for adult social care; orientating professionals towards prevention and early intervention for both carers and users as well as integrating community and peer groups into the model. The new model embeds strengths-based practice into the culture. The concept of strengths-based practice is heavily advocated in the Care Act 2014 consolidating personalisation and placing it at the heart of adult social care. A strengths-based approach enables people to focus on their own strengths and assets and recognises what goals they want to achieve, looking at what community resources are available to support them.
- 1.7 LBB have been piloting three Care Spaces in Barnet which provide an alternative way for people to receive information and advice providing early support to residents with an emphasis upon services that keep people healthy and well as possible for as long as possible, supporting them to regain their independence after illness or injury, and encouraging them to make greater use of community resources. Care Space also offers a community space for social workers to meet with residents and carry out assessments, where people are eligible. From initial feedback, customer satisfaction is high.

Prevention and early support in Barnet

- 1.8 The Council's prevention and early support offer has grown since the introduction of the Care Act 2014 with significant investment from the Council.
- 1.9 In line with the Care Act 2014, the Adults and Safeguarding Commissioning Plan (including Commissioning Intentions previously agreed by the Committee), the Prevention Policy as well as national guidance, the Council has reviewed its prevention and early support offer to ensure that it is effective, evidence based and of the highest value for money.

³ Barnet Prevention Policy - <https://barnet.moderngov.co.uk/documents/s22083/Appendix%202.pdf>

- 1.10 Within the resources available the Council is improving its offer to become more targeted and evidence based. To meet Corporate Plan objectives of Fairness, Responsibility and Opportunity and achieve the Council commissioning requirements prevention and early support should:
- Address the known triggers for increased dependence on adult social care provision
 - Allow residents and their carers to be proactive in the care and support
 - Provide good value for money both by investing in what works and making sure that services are used
 - Be easy to access and able to provide to all those who may need the service
 - Be responsive to changing population needs.
- 1.11 The Council has worked through its commissioning plans to expand the range of effective prevention and early support services available in Barnet, in line with its duties under the Care Act 2014. Services that reduce or delay the need for adult social care services are described in paragraphs 1.12 – 1.17 below.

Carers prevention and early support

- 1.12 In line with the Care Act 2014 the Council's Carers and Young Carers Strategy 2015-20 (agreed at Policy and Resources Committee in February) details the actions that the Council and its partners will take over the coming five years in order to ensure that carers are supported and valued by communities.
- 1.1 Children's and adults services worked together to procure a new carers support service for carers (including young carers) in Barnet which started on 1st October 2016. Carers and Young Carers Support services include targeted support to raise awareness of the employment rights of carers with local businesses and with carers and young carers. The new contract, awarded to Barnet Carers Centre, will also focus on increasing the identification of carers, improving the respite offer for carers and ensuring that high quality individualised and tailored support is available to meet carers needs.
- 1.13 Barnet Council's Specialist Dementia Support Service, which launched in June 2016, works with people with dementia and their carers to support them with their care needs. The service aims to minimise the risk of carer breakdown, help provide carers with new skills to manage their own health and wellbeing, and to help support more people with dementia to be able to continue living in their own homes. The service delivers support to people with dementia and their carers over a 4 month period and works with a maximum of 28 people (carers and people with dementia) at any one time.
- 1.14 The Employers for Carers Scheme, which allows employers in Barnet to access support (membership number - #EFC1588), continues to be promoted and this will also be done through the Barnet Carers Centre.

Mental health prevention and early support

- 1.15 For people who experience mental ill health in Barnet and those at risk, a whole system, value-based commissioning model has been designed to deliver the infrastructure to support service improvements and ensure that people get the right support and the right time, enabling more people to:
- Maintain and develop good mental health and physical wellbeing
 - Live full, positive lives when they are dealing with their mental health conditions
 - Become more self-reliant and find their own solutions
 - Recover as quickly as possible from mental illness
 - Remain in their own communities, in their own homes.
- 1.16 There are now more expert and evidence based prevention and early support services available in Barnet to support people with mental health issues. The vision is to move away from medical, dependency models of care towards a more person centred, social care approach, which supports people to increasingly use their own and community, home-based resources.
- 1.17 The Network service is jointly commissioned by Barnet CCG and the Council and provided by Barnet Enfield and Haringey Mental Health Trust. The Network is based on working in a person centre approach, acknowledging people's strengths and making them more self-reliant. Six week enablement programmes, community access and social interventions are offered.
- 1.18 The Network has a strong service user forum which has developed and launched a user led project which saw the development of a pocket size tool to help and remind people of the skills and interventions which can help them to stay well.
- 1.19 Barnet Council's restructure of adult social care mental health services, will see the expansion of the enablement model, (currently provided by the Network), and ensure that intervention with individuals is strength based, person centred and recovery focused. People who meet the eligibility criteria for social care services will first and foremost be referred to the enablement service, offering six week enablement programmes, peer support, access community resources and social work intervention. This approach will take into account the impact on family relationships, employment, housing, income and community isolation can have on an individual's mental wellbeing.
- 1.20 Barnet CCG has invested in service led organisations such as Barnet Voice, who now shares a building with the social care led Network enablement service.
- 1.21 Barnet CCG led a reimagining mental health engagement project which brought together key stakeholders in the borough to develop a shared vision of what services should look and how they should be commissioned and provided.

- 1.22 The Barnet Wellbeing Hub pilot, sited at Meritage Centre (Church End, Hendon), designed to support the on-going needs of people with mental health conditions from all referrers including Primary Care, social care and self-referral. The Wellbeing Hub has been developed through a co-delivery, collaborative core group of service providers (including the voluntary and community sector; Barnet, Enfield and Haringey Mental Health Trust). The voluntary sector collaborative includes Barnet CAB, Barnet Voice, Chinese Mental Health Association, Community Focus, Eclipse, Genesis Housing/Outreach Barnet and One Housing Support, Inclusion Barnet, JAMI, Mindful Help and Mind in Barnet. The Hub, by working alongside social care and the Trust, will provide a gateway to services that are required at the point of referral and signpost people to the most appropriate and helpful services to minimise reliance on secondary mental health services.
- 1.23 The Wellbeing Hub includes Primary Care Link Workers and Wellbeing Practitioners (provided by the voluntary sector collaborative). The Primary Care Link Workers are working with GPs to increase awareness and offer support to individuals identified as needing intervention. The role of the Primary Care Link Worker is to signpost to the Wellbeing Hub and, if appropriate, offer an Emotional Health Check by a trained professional. Link Workers working with people with florid psychosis and other mental health conditions that require secondary health care input can fast-track people to the mental health teams.
- 1.24 IAPT services are currently meeting waiting time targets and are evidence-based. A review of the IAPT services is planned to integrate the services into the Hub offer. The wider picture of Talking Therapies services will also be in scope to be sited within the hub offer; this is currently under review and development and will depend on the services available locally.
- 1.25 To further develop and improve services, pathways have been improved between services such as the drug and alcohol, children and families and carers service.
- 1.26 Barnet Council have also embedded person centred tools in to the assessment and support planning process, such as the single page profile, the recovery star and emotional wellbeing checks.

Employment as prevention

- 1.27 There is a large body of literature on how unemployment results in poorer health and increased mortality. At the same time being sick or disabled reduces an individual's employment prospects. Mild to moderate mental health problems are the most prevalent causes of 'health-related worklessness'. Returning to work after a period of unemployment results in significant physical and mental health improvements, reversing the negative health effects of unemployment. Early access to support is vitally important in order to prevent people either falling out of work or assisting them back into work.

- 1.28 The Council has been investing in employment support programmes to improve health outcomes for residents with mental health problems which include:
- Individual Placement and Support (IPS): a 'place and train' model. Since January 2015, the IPS service helped 50 residents with severe mental illness to move into employment. The IPS service achieved 'Centre of Excellence' status in 2015
 - Motivational and Psychological Support (MAPS): for unemployed residents who are suffering mild to moderate mental health problems particularly resident who are long-term sick and whose needs are so complex that they require support from more than one agency. Between November 2014 and June 2016 MAPS helped 144 residents to move into meaningful employment.
- 1.29 The Council's BOOST community support has also supported over 200 people into work and the Council is working to develop this service in other areas in the borough. Service users and residents who may be likely to develop needs for care and support are able to access this service.
- 1.30 The Bright Futures Service (delivered by Barnet Mencap) provides support and employment services to people with learning disabilities and/or autism. The service works with people who are not eligible under the Care Act 2014 criteria and those that are. The Bright Futures service includes the following elements:
- Employment Service: specialist programme to provide people with the chance to get a job. 70 people used this service in 2014/15; 17 people were supported in to paid employment (15 for more than 15 hours a week) and 65 people received travel training
 - Working For You (WFY) Service which develops independence and problem solving skills. 210 people used this service in 2014/15. Case studies show that WFY has helped people avoid becoming homeless, helped them manage their debt, supported people to remain at home during periods when their carer has entered hospital, got clients registered with a GP and supported parents to prevent their children being taken in to care
 - Communities Opportunities Projects Service (COPS): provides a wide range of community-based day, evening and weekend activities. 134 people have a COPS membership.
- 1.31 The Council intends to re-design the day opportunities offer for people with learning disabilities and people with mental health conditions to ensure that the offer includes a strong focus on supported employment. The Council has provided evidence-based best practice training in supported employment to interested current providers. The Council will work with local providers to develop a wider range of person-centred, evidence-based, support options to enable people to progress in to employment and greater independence.

- 1.32 Your Choice Barnet (YCB) provide supported living services, day services and a respite support service to people with learning disabilities and people with autistic spectrum conditions. In June 2016, the Council agreed to enter into a contract with YCB from February 2017 to March 2022. As part of the new agreement YCB will work closely with a number of service users, who have identified that they aspire to employment, to support them into work. YCB will develop an Intervention and Prevention Service to ensure that once service users are supported in to employment, they have the support they need to successfully maintain their employment.
- 1.33 As part of the Workforce Inclusion Project, the Council is striving towards being a disability confident employer. The Council applied for and achieved Level 1 Disability Confident status in June 2016 and will apply for Level 2 status in early 2017.

Prevention of admission to residential care

- 1.34 The Council is improving the accommodation and support offer for adults in the borough through the development of new models to help people remain independent and avoid permanent admissions to residential and nursing provision. These explicitly recognise the need to have a range of different services providing high and low support that will make sure that services are bespoke to the individual's needs at different times of their life.
- 1.35 The services commissioned by the Council will be flexible enough to meet differing needs in the right way at the right time. The new accommodation and support offer includes:
- Redesigned and improved floating support and supported living
 - Increased supply of extra care and sheltered plus provision
 - Additional move on provision and short-term interventions to support individuals at risk of placements breaking down because of challenging behaviour.
- 1.36 The Council has recently redesigned its Disables Facilities Grant (DFG) home adaptations services with Re and Barnet Homes. Adaptations can ensure that people do not have to leave their home and enter residential care. The Council has increased investment in DFGs, the DFG budget for 2016/17 is £1.89m and this forms part of Barnet's Better Care Fund.
- 1.37 The Community Equipment Service obtains, delivers and installs appropriate community equipment on loan to people living in the community enabling them to do tasks they would otherwise be unable to do or to provide support to a Carer to enable ongoing care in their home environment. The service is for people of all ages within Barnet who require equipment to support with current or future social care or health needs and is flexible and responsive.

Prevention through effective information and advice

- 1.38 The Care Act 2014 placed a duty on Local Authorities to establish and maintain a service for providing people in its area with information and advice relating to care and support for adults and support for carers. The Council recognises that information and advice is fundamental to enabling people, carers and families to take control of and make well-informed choices and decisions about their care and support and how they fund it.
- 1.39 Information and guidance is available at the first point of contact through the 'social care direct' service which has been enhanced with increased numbers of qualified Social Workers, Prevention Officers and an improved directory of services. The enhanced Social Care Direct team is working faster and intervening earlier with people who have social care needs, reducing the need for safeguarding investigations and preventing crises. Information and advice is available at Care Space as an early intervention. Information, advice and advocacy is provided in a range of formats and is appropriate and proportionate to the needs and circumstances of the individual concerned.
- 1.40 Barnet Citizen's Advice Bureau (CAB) is commissioned to provide information and advice on health and social care and advocacy for people in regards to health and social care support. The purpose of this service is to maximise people's independence and ensure they are supported and empowered to help themselves. CAB services are fully accessible.
- 1.41 Barnet CAB also provides a broader Community Advice service, for all residents, which offers information and advice to people within the borough in areas such as benefits, employment, debt and managing money, housing and legal system.
- 1.42 Age UK Barnet is commissioned to provide a Later Life Planning service. The service provides flexible and holistic support to enable older people to plan for their future, to think about life after retirement and to help them keep well and active. It aims to encourage people to look at their life as a whole and to plan ways they can sustain or improve their own wellbeing into old age. The Later Life Planning Service works with people to navigate various services and statutory bodies, supporting them in accessing specialised services such as financial planning, housing, legal, debt management and end of life planning.

Prevention for people with long-term conditions

- 1.43 The Council commissions Stroke Community Support services. Each year, approximately 500 people in Barnet have a stroke with approximately 5,000 stroke survivors living in the borough. The community service forms part of the Barnet integrated stroke pathway and prevents service users from needing high-cost health and social care packages and entering residential care. There are three elements to the Stroke Community service, currently provided by the Stroke Association, which works closely with the NHS and adult social care:

- The Stroke Navigator Service provides specialised knowledge, signposting and support to stroke survivors upon discharge from hospital and for up to 12 months, linking them with provision in the community and prevention services. It also supports carers and raises awareness of (thus preventing) stroke in the wide community
- The Communications Support Service supports the rehabilitation of stroke survivors affected by aphasia, delivered through workshops, small groups and individual sessions. Support is also provided to carers
- The Stroke Review Service provides stroke survivors with a review 6 months after stroke. The aim is to identify continuing and new unmet needs and to support the meeting of these (including signposting, specialist advice, information and linking to GP).

1.44 The commissioned Barnet Dementia Pathway has been developed so that help is made available, seamlessly across agencies, appropriate to the individual's changing and increasing need. The community Dementia Support Service, provided by the Alzheimer's Society, offers advice, information and support to people with dementia and their carers. The Dementia Advisor Service offers assistance primarily at the point of diagnosis, but can be referred to throughout. Dementia Cafés commissioned by the Council and provided through volunteer fundraising, offer social opportunities in a number of locations across the borough. Dementia day opportunities support people with a dementia diagnosis and a moderate level of need.

1.45 All the services which form part of the Dementia pathway support people to remain living at home as long as possible, working closely with the Memory Assessment Service funded by the Barnet Clinical Commissioning Group. Information and support opportunities are available for carers through a Carer Support function and specialist programmes. Work is underway to make Barnet a 'Dementia Friendly Community', and there are plans for Barnet Dementia Hub.

1.46 In addition, the charity Dementia Club UK provides Dementia Clubs in four venues across the borough for people suffering from dementia and their carers, families and friends. Each session aims to provide professional advice and information, gentle exercise to music and fun activities in a social atmosphere.

1.47 As part of Barnet's Better Care Fund plans, the Council has developed a number of initiatives which support individuals to better self-manage their condition:

- Prevention and Wellbeing Training: If staff know how to recognise the issues and challenges a person may be facing, and how to have a brief, yet meaningful chat with them, they can gradually increase people's confidence and motivation to make changes to improve their lives. Based on the principles of Making Every Contact Count, the training is being offered to front line staff such as housing officers to learn practical skills to be able to recognise and maximise the

opportunities for conversations with residents that help to improve their health and wellbeing

- Healthy Living Pharmacy: 28 pharmacies in the borough have completed training and are offering an enhanced health and wellbeing service which includes health promotion and signposting.
- Community Centred Practice: Eight GP practices will become Community Centred Practices aims to mobilise assets within communities and increases people's control over their health and lives. Welcome Workshops for residents looking to become Champions will be held by the end of February 2017

Older people's prevention services

- 1.48 The Council commissions Neighbourhood day services for older people from the Barnet Provider Group, comprising 15 voluntary sector organisations led by Age UK Barnet. This was established in 2012 through a major reconfiguration of older people's Day Opportunities. The 15 voluntary sector organisations reflect the diversity of the Barnet population and activities are delivered borough-wide on a local, neighbourhood basis, responsive to needs and aspirations of older people. The services focus on prevention through provision of information and practical support, to reduce social isolation, help people to remain independent at home, keep well and fulfil their potential. In 2015/16 7,656 older people accessed the Neighbourhood Services with 680 mainly older volunteers contributing 70,000 hours to delivery. Volunteers are active across all the involved organisations including a number of those serving minority groups. Providing increased opportunities for volunteering has helped to build social capital and use the skills of older people within the service.
- 1.49 Personalised, structured hospital discharge services are known to reduce the likelihood of readmission to hospital, loss of tenancy or permanent admission to residential care. The Council's Home from Hospital service provided by Age UK Barnet (in partnership with British Red Cross) is a volunteer led service supporting older people to be safely discharged from hospital, for those who do not meet adult social care eligibility criteria. The service provides practical help for peoples return home for example making sure there is food and drink in the house and that the heating works. Currently the service supports 250 people a year. The service also signposts people to activities in the community to support social inclusion.
- 1.50 Silver Sunday is organised by Adults and Communities in partnership with local voluntary sector organisations and businesses to celebrate the value and knowledge that older people contribute to Barnet's communities. The week long celebrations include events for people over 55 such as tea dances and IT sessions. The activities aim to reduce loneliness and isolation through encouraging community engagement and showcases activities available in Barnet.
- 1.51 Altogether Better – the Ageing Well programme in Barnet has focused on the development of sustainable and supportive neighbourhoods. By helping volunteers and residents start and run projects which are beneficial to their

local area, building an increased sense of community, reducing isolation and improving residents' wellbeing. The principles underpinning Altogether Better's approach include engaging the community (targeted at older people) in co-producing a variety of approaches to ensure more vulnerable older people and those who are harder to reach or socially isolated are engaged in the activities. In 2015/16 the total number of people engaged in the Altogether Better activities (excluding borough wide activities) was 950, which is almost double the number of people engaged in 2014/15.

- 1.52 The Council and CCG are currently procuring a new telecare and assistive technology provider in order to expand telecare offered to residents in 2017. The vision for the new service is to use telecare innovatively to support people in maintaining their independence, preventing escalating care needs, and providing reassurance for carers. Telecare and assistive technology will be made available across the whole range of adult social care clients, including self-funders and social care funded clients, people with lower needs in the community and those in supported living accommodation.
- 1.53 Middlesex Association for the Blind are commissioned by the Council to support people with a visual impairment to remain in their own homes through advice and information, help to find the right equipment to support their independence and training in the use of the equipment. Middlesex Association for the Blind currently supports over 100 adults, in Barnet each year. The service is currently expanding through the use of telephone support and a mobile unit. This service is provided through volunteers and prevents service users from needing high-cost health and social care packages and entering residential care.

Prevention and early support offer for 2017/18

- 1.54 Knowledge and understanding of what works in terms of preventing, reducing and delaying the need for adult social care has increased. The prevention offer needs to prioritise evidence-based services in light of the financial challenges facing all local authorities. The Council has reviewed all prevention services it currently provides to ensure that they are evidence based and provide maximum value for investment.
- 1.55 As a number of the contracts are currently jointly funded with Barnet CCG, the CCG have been involved in the review and the proposals align with NHS Barnet CCGs commissioning intentions. The information presented is in regard to LBB's contribution.
- 1.56 An evidence based review found the following triggers for increased dependence on adult social care provision:
- For all client groups –
 - Unsuitable accommodation
 - Carer breakdown
 - Professional advice
 - Unplanned hospital admission

- For older people, people with physical disability and people with mental health problems
 - Decline in existing health condition / poor management
 - Attendance at A+E
- For people with learning disabilities, people with physical disability and people with mental health problems
 - Capacity and knowledge of parents and families
- For older people and people with learning disabilities -
 - New health condition
 - Contact with the police
- For people with learning disabilities and people with physical disability
 - Pain management
- For people with learning disabilities and people with mental health problems
 - Absence of community appropriate advice services
- For older people
 - Isolation

1.57 All services were reviewed using the following criteria:

- Did the activity address any of the key triggers for needing adult social care services?
- Did the activity address any of the triggers for increased need for adult social care services?
- Did they provide value for money when compared to other similar services or activities
- Is there duplication with new provision?
- Contract performance – is the contract delivering the activities at the level and quality commissioned?

2. REASONS FOR RECOMMENDATIONS

2.1 A thorough evidence, quality and value for money review has been undertaken and the recommendations reflect the outcomes of the review. The tables 1 - 6 below provide detail of the outcome of the review. Further information regarding mitigations can be found at 5.6.

Table 1: The table below presents the services that the review has shown are delivering services which are addressing key triggers and therefore contributing effectively as prevention and early support services i.e. delaying and reducing the need for adult social care support. The services below provide a specific service and are part of care pathways. Therefore, it is proposed that the services below will continue to be commissioned by the Council:

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation
Alzheimer's Society	Dementia community services	31/03/2019	£143,748	No change
Age UK Barnet	Home From Hospital	31/03/2019	£37,800	No change
Middlesex Association for the Blind	Sensory Impairment	31/03/2018	£26,834	No change
The Stroke Association	Stroke Support	31/03/2017	£104,970	No change

Table 2: The table below presents the services that the review has shown provide a specific service but it is appropriate for the services to be provided by alternative funding:

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation
Barnet Bereavement Service*	Community Counselling	31/03/2017	£3,001	Alternative funding identified.
Barnet Depression Alliance*	Depression Support Group	31/03/2017	£454	Alternative funding identified.

Table 3: The table below presents the service that the review has shown have had a lower than anticipated level of use and alternative delivery has been identified.

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation	Alternative provision identified
Inclusion Barnet	Peer support brokerage	30/09/2017	£146,523	Lower than anticipated level of use. Do not renew once current contract ends in September 2017 efficiency of £73,261.5	Support planning is provided by Adults and Communities.

Table 4: The table below presents the services that the review has identified are not evidenced to be the most efficient or effective way of delivering early support.

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation	Alternative provision identified
Barnet Asian Women's Association*	Mental Health Project	31/03/2017	£29,656	Do not recommitment provision.	Transitional funding identified to work with the CCG to ensure appropriate alternative provision is in place via the Wellbeing Hub. Older people currently accessing this service will be supported by Ageing Well, the Neighbourhood Services and the Later Life Planning service.
Chinese Mental Health Association*	Floating Support	31/03/2017	£46,894	Do not recommitment provision.	Transitional funding identified to work with the Ageing Well

					Programme to ensure that appropriate alternative provision is available for the people currently using the service. Alternative provision is also available via talking therapies (IAPT), MAPS and IPS as well as the Digital Mental Wellbeing Service.
Community Focus*	Community arts project (adults)	31/03/2017	£47,300	Do not recommission provision. Currently funded through a corporate grant.	Further arts organisations can be found on Social Care Connect ⁴ .
Outreach Barnet (Genesis)	Generic Floating Support Mental Health Floating Support	31/06/2017	£743,661	Do not extend. Re-commission (specialist mental health and generic floating support) with efficiency of £143,000	Has been aligned with LBB's accommodation and support pathway with efficiencies.

Table 5: The table below presents the services that the review has shown are delivering services which are addressing key triggers and where contracts can be refined and efficiencies taken with no impact on delivery.

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation	Rationale
Age UK Barnet	Neighbourhood Services (inc Handy person, Strength and Balance)	31/03/2018	£602,000	Efficiency of £30,000 from 01.04.2017	There is an opportunity to make efficiencies with no impact on service users.

⁴ Social Care Connect - <https://www.barnet.gov.uk/citizen-home/adult-social-care/social-care-connect.html>

Barnet Mencap	Bright Futures	30/09/2017	£363,000	Efficiency of £15k from 01.04.2017	As part of the contract the service has £15,000 annual funding for one-off innovative projects. This funding can be removed without impacting on staffing levels and service provided to service users.
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Table 6: Following services are still in review:

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Comments
Barnet Citizens Advice Bureau	Specialist Information and Advice and Advocacy services	30/06/2018	£273,794	Scheduled review as per contract. CCG contribution.
Barnet Citizens Advice Bureau	Community Advice	31/03/2018	£338,820	Scheduled review as per contract.
Richmond Fellowship Trust (Eclipse)	Mental Health Day Opportunities	12/01/2018	£183,461	Currently jointly commissioned with the CCG.

* The committee should note that the Council is unable to extend these contracts/grant agreements beyond the stated end date due to procurement rules and would need to carry out a procurement process for the service provision.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 In order for the Committee to meet the MTFS requirements, the proposed recommendations are judged to be the optimum balance between preserving services and meeting the required savings.

4. POST DECISION IMPLEMENTATION

- 4.1 Tailored 1-2-1 and group sessions will be carried out jointly by the providers and the Council with service users who are affected by the recommendations. Specially arranged meetings and events will be held between November – January to provide services users and their carers with an opportunity to comment on the specific service proposals. A consultation report will be bought back to the Committee on the 23 January 2017.
- 4.2 Providers have been made aware of the review, the nature of their contract and of these proposals. Following agreement from Committee organisations will be referred to Community Barnet for specific, tailored support.
- 4.3 Officers will continue to review and manage existing services to ensure that they are effective and delivering maximum value.
- 4.4 Officers will continue to work with NHS Barnet CCG to ensure that, subject Committee agreement and consultation, the implementation of proposals and transition arrangements are aligned to ensure continuity of support for users.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As detailed in the Adults and Safeguarding Commissioning Plan, 2016 – 2020:

- Fairness in adult social care means that services respond to the needs of diverse communities. It means ensuring that older and disabled people, including adult social care service users and their carers, are able to participate in community life just as other residents can and that services provided by the Council are accessible and welcoming to older and disabled people, adult social carer service users and carers.
- Responsibility in adult social care means that services will work with older and disabled people to remain as independent and self-reliant as possible, it means that social workers will always focus on what people can do, not on dependency, and will work with service users, and carers, to find ways to help them support themselves, using community resources and the support of their family and friends and that social workers will work to ensure that people are able to move back to living independent lives as quickly as possible, ensuring a timely response to changing needs.
- Opportunity in adult social care means that disabled people have the right to work as much as any other Barnet resident. The Council's services will actively support adult social care service users to access employment and volunteering opportunities, it means ensuring people

can stay living in their own homes for as long as possible. It means that all users are supported to have their own homes, and avoid residential care as much as possible and that Council services will actively support carers to play a full part in their communities, accessing services and opportunities for employment and training.

5.1.2 This approach echoes the themes of the Joint Health and Wellbeing Strategy (2015 – 2016) which has two overarching aims of “keeping well” and “promoting independence”. In particular, the approach supports the Strategy’s focus on early intervention. This approach clearly supports some of the key priorities in the strategy such as supporting carers and supporting people to gain and retain employment.

5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The Council’s Policy and Resources Committee on 28 June 2016 tasked the Adults and Safeguarding Committee with developing proposals for savings of £15.070m between 2017 and 2020. The priority focus will be reducing demand for Adult Social Care Services through the development of a range of services as an alternative to high cost provision and commissioning the most effective prevention and early intervention services. The potential cost savings following the review are twofold: mitigating demand and providing alternative, lower cost community based provision.

5.2.2 Responding to the needs identified in the Equalities Impact Assessments, the paper highlights the actions being taken by Commissioners to minimise the impact of the recommendations and support transition to new services which will be funded (in 2017/18) by:

- Public Health funding:
 - £20,000 to ensure that provision meets the needs of people from Chinese Mental Health Association
 - £3,500 for bereavement and depression support services
- Council’s Service Development Fund:
 - £39,000 for the transition of clients to mental health provision

5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.3.2 The developments within the approach ensure that services providing wellbeing, health and social care for adults deliver benefits to individuals in a much more coordinated fashion, supporting people when they need it and providing the right amount of support to ensure individuals develop the skills they need to make choices for their own wellbeing in the future. Services working together derive social capital from each other and this in turn supports

a collaborative approach towards sustainability within an ever-changing economy.

5.4 Legal and Constitutional Reference

5.4.1 The Care Act 2014 (the Act)⁵ placed a duty on Local Authorities to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will:

- contribute towards preventing or delaying the development by adults in its area of needs for care and support;
- contribute towards preventing or delaying the development by carers in its area of needs for support;
- reduce the needs for care and support of adults in its area;
- reduce the needs for support of carers in its area.

5.4.2 The Care Act 2014 also stipulates that a Local Authority establish and maintain a service for providing people in its area with information and advice relating to care and support for adults and support for carers.

5.4.3 The responsibilities of the Adults and Safeguarding Committee are contained within the Council's Constitution – Section 15 Responsibility for Functions (Annex A). Specific responsibilities of those powers, duties and functions of the Council in relation to adult social care include the following specific function:

- Promoting the best possible Adult Social Care services.
- Working with partners on the Health and Wellbeing Board to ensure that social care interventions are effectively and seamlessly joined up with public health and healthcare, and promote the Health and Wellbeing Strategy and its associated sub strategies.
- Ensuring that the local authority's safeguarding responsibilities are taken into account.

5.5 Risk Management

5.5.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the Council's internal officer Delivery Board and to the relevant Committees and is reflected, as appropriate, throughout the annual business planning process.

5.5.2 A failure to provide appropriate prevention services could result in adults being without the appropriate services which in turn may increase the demand on more intense, longer and more expensive care and support later on. The recommendations in this report have been fully considered to minimise the risk of the changes to services.

5.5.3 The Council will ensure a safe transition for service users from current

⁵ The Care Act 2014 – www.legislation.gov.uk/ukpga/2014/23/contents

provision to alternative services. The Council will provide access to reviews, Social Care Direct and information and advice. The transition funding is in place to minimise risk during transition and ensure that alternative, effective provision is in place.

5.6 Equalities and Diversity

5.6.1 Equality and diversity issues are a mandatory consideration in decision making in the Council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.

5.6.2 Section 149 of the Act imposes a duty on ‘public authorities’ and other bodies when exercising public functions to have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

5.6.3 The Care Act 2014 Guidance identifies discriminatory abuse as a specific form of abuse which includes harassment because of race, gender, gender identity, age, disability, sexual orientation or religion.

5.6.4 Equalities Impact Assessments have been completed for all proposed changes and alternative provision considered. These are indicating a potential minimal negative impact as outlined in the table below. The principal mitigations for these minimal negative impacts are the proposals for current and new service delivery outlined in this paper. EIAs will be kept under review and will consider the impact on the sustainability of organisation.

5.6.5 The table (table 7) below provides an overview on the potential impacts and the actions we will be taking to reduce these.

Table 7: Equalities impact assessment

Contractor Name / Parent Company – service name	Potential equalities risk (prior to mitigation)	Mitigation	Potential equalities risk (following mitigation)
Age UK Barnet – Neighbourhood Services	No impact on service delivery. Efficiencies will be made, by Age UK Barnet (with optimal distribution across the Provider Group), with no impact on service users of Age UK Barnet or the provider group.	N/A	No impact.
Barnet Asian Women’s Association – Mental Health project	Likely impact on: <ul style="list-style-type: none"> • Asian women • People with common mental health problems 	Transitional funding identified to work with the CCG (Wellbeing Hub) and the Network to ensure that sufficient capacity is in place to replace provision. Service Users who require support when the contract ends will be signposted or transitioned to alternative support for people with mental health conditions available in the borough or if appropriate out of borough, as set out in this report. The Council will work with the provider to ensure that this process is managed through an agreed exit and transition plan. The provider will continue to be offered support by Community Barnet to support sustainability.	Unlikely
Barnet Mencap – Bright Futures	No impact on service delivery.	N/A	No impact.
Chinese Mental Health Association – Floating Support	Likely impact on: <ul style="list-style-type: none"> • Chinese residents • People with a common mental health conditions • Older people 	Service Users who require support when the contract ends will be signposted or transitioned to alternative support available in the borough. The Council will work with the provider to ensure that this process is managed through an agreed exit and transition plan. Transitional funding identified to work with the Ageing Well Programme to ensure that appropriate alternative provision is available for the people currently using the service specifically focusing on ensuring that cultural and language barriers are addressed. The provider will be offered support by Community	Unlikely.

		Barnet to support sustainability and is likely to continue to provide services in the borough (including leading the voluntary sector collaborative delivering the Wellbeing Hub activities). Alternative provision is also available via talking therapies (IAPT), MAPS and IPS as well as the Digital Mental Wellbeing Service.	
Community Focus – Community arts project	Likely impact on: <ul style="list-style-type: none"> • People with learning disabilities • People who identify as white 	Service Users who require support when the grant ends will be signposted or transitioned to alternative support available in the borough. The Council will work with the provider to ensure that this process is managed through an agreed exit and transition plan. The provider will be supported by Community Barnet to support sustainability; It is expected that the provider will continue to provide services in the borough Outreach courses may continue funding (if the care homes choose to continue to fund). Further arts organisations can be found on Social Care Connect ⁶ .	Unlikely.
Inclusion Barnet - Peer support brokerage	Minimal negative impact for people with disabilities.	Support planning function can be provided by Adults and Communities; the roll out of Barnet's strength based approach will support the delivery of this function. The provider will be offered support by Community Barnet to support sustainability.	Unlikely.
Outreach Barnet (Genesis) - Generic Floating Support and Mental health Floating Support	Likely impact on: <ul style="list-style-type: none"> • Adults under 55 • People with mobility issues and mental health issues • The diversity of ethnicities supported by the service general matches the population as a whole but there is a risk of reducing the reach to certain communities as the service employs people from a range of backgrounds who 	To be specifically considered in the design and implementation of the new accommodation and support services commissioning in 2016 to start in April 2017. The Support at Home lot is designed to offer flexible and short term housing related support for people with mental health conditions. The support is to help people live independently in their own accommodation (private renters and home owners) in the community.	Unlikely.

⁶ Social Care Connect - <https://www.barnet.gov.uk/citizen-home/adult-social-care/social-care-connect.html>

	• speak numerous languages • People who identify as Christian and Muslim		
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5.6.6 From the proposals, looking at the overall, cumulative impact, it appears that people with mental health conditions and people from specific BAME communities might be disproportionately impacted by the proposals. Therefore, we have paid particular attention to the mitigation of the possible disproportionate impact through:

- Working closely with Barnet Clinical Commissioning Group to link with the Wellbeing Hub developments to ensure there is appropriate capacity and skills within the Hub to meet the needs. Transitional funding has been identified.
- Working with providers to ensure that all services are accessible to people from different BME communities and that people with different faiths are able to access alternative provision without any barriers. Currently, the Neighbourhood Services are accessed by a higher proportion of BME communities compared to the wider population. This will be closely monitored through contract management and service user feedback.

5.7 Consultation and Engagement

5.7.1 The Council has started discussions with providers affected by the proposals.

5.7.2 Tailored 1-2-1 and group sessions will be carried out by the Council with service users and their carers and family who are affected by the proposals. Specially arranged meetings and events will be held between November – January to provide services users and their carers with an opportunity to comment on the specific service proposals. There will also be a survey made available, in the same time period, to allow for wider consultation on the proposals. A consultation report will be brought back to the Committee on the 23 January 2017.

5.7.3 Residents and providers will have the opportunity to comment on the proposals as part of the business planning process; Barnet's general budget consultation will run from 5 December 2016 – 19 January 2017 which will include details of the proposals.

5.7.4 The report will assist us in identifying any improvements that need to be made to services or, to policy and procedure. This will be done in full consultation with relevant groups before any changes are recommended and implemented.

5.8 Insight

5.8.1 The recommendations have been developed using data from the Joint Strategic Needs Assessment as well as information and guidance from national resources such as National Institute of Clinical Excellence (NICE), The Kings Fund, Local Government Association, National Institute for Health Research and the Institute for Public Policy Research.

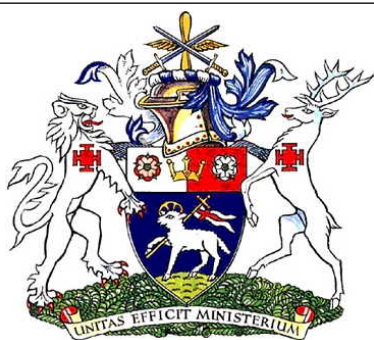
6 BACKGROUND PAPERS

1.58 Revised Business Case on Adult Social Care Alternative Delivery Vehicle and Implementation of the New Operating Model (item 8), Adults and

Safeguarding Committee, 19 September 2016

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8673&Ver=4>

- 1.59 Business Planning 2017 – 20 (item 8), Policy and Resources Committee, 28 June 2016
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8728&Ver=4>
- 1.60 Updated Commissioning Plan (item 7), Adults and Safeguarding Committee, 7 March 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8364&Ver=4>
- 1.61 Extension of Mental Health Prevention and Supported Living Services (item 11), Policy and Resources, 16 February 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4>
- 1.62 Barnet Carers and Young Carers Strategy 2015 – 2020: “Carers are supported and valued by our communities” (item 12), Policy and Resources, 16 February 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4>
- 1.63 Implementing the Care Act 2014: Carers; Prevention; Information, Advice and Advocacy (item 11), Adults and Safeguarding Committee, 19 March 2015
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=7933&Ver=4>



**Adults and Safeguarding
Committee
10th November 2016**

Title	Business Planning
Report of	Commissioning Director for Adults and Health
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A - Adults and Safeguarding Committee Revenue Savings Programme Appendix B – Adults and Safeguarding Committee – Core Leisure Fees and Charges
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Summary

A Business Planning report was considered by Policy and Resources Committee on the 28 June 2016, outlining the Council’s updated Medium Term Financial Strategy (MTFS) to 2020. The paper set out the proposed revenue and capital budget amendments for 2016/17 as well as setting out the previously agreed savings requirements across Theme Committees for the period 2017-20.

This report sets out the strategic priorities, indicative budget and capital programme proposals for the Adults and Safeguarding Committee up to 2019/20.

Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2016 Council meeting. The overall targets for Theme Committees remain the same and any proposals that are either unachievable or will not deliver on their original estimate will need to be supplemented by bringing forward new proposals to meet the gap.

The savings target for the Adults and Safeguarding Committee from 2017-20 is £15.07

million. The savings plans presented in this report have been reviewed and adjusted either by re-profiling where plans are developing, reducing targets on original estimates or removing lines where savings were deemed unachievable. New savings have been identified to meet the gap; Key changes and new proposals in 17/18 are as follows:

- Re-profiled savings include bringing forward £283k on the Transformation of Your Choice Barnet supported living and day-care services (E5); reductions in savings from Older adults DFGs (R6) of £100k and Wheelchair housing (R10) of £85k.
- Removed savings from 2017/18 include the shared service and new delivery model (E3), Moreton Close extra-care housing (R3), older people homeshare (R11) and older adults carers in work (R5). These savings are £654k, £95k, £44k and £141k respectively.
- New proposals include Better Care Fund (BCF) uplift of 1.5% (I1) and proposed changes to the Fairer Contributions Policy (I2) totalling £393k.

This report seeks the Committee’s agreement to the revenue savings programme and charging and contributions proposals for the adult social care and leisure budgets. It also seeks agreement to commence formal consultation on changes to the Council’s Fairer Contributions Policy.

The budget projections through to 2020 are indicative figures. The budget will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of Council budget setting, and therefore could be subject to change.

Recommendations

- 1. That the Adults and Safeguarding Committee agrees to the savings programme as set out in Appendix A for recommendation to the Policy and Resources Committee.**
- 2. That the Adults and Safeguarding Committee agrees to the commencement of formal public consultation on the proposed changes to the Council’s Fairer Contributions Policy to start in November 2016.**
- 3. That the Adults and Safeguarding Committee agrees to delegate authority to the Adults and Health Commissioning Director to progress the plans for the proposed changes to the Council’s Fairer Contributions Policy, and in consultation with the Chairman of the Committee agree the Policy taking into account the feedback from the public consultation and the Equalities Impact Assessment.**
- 4. That the Adults and Safeguarding Committee agrees to the proposal for the core leisure fees and charges 2017/18 to take effect from 1st April 2017- 31st March 2018.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The past five years have been challenging for all local authorities; the combination of reduced public spending and increasing demand meant that Barnet needed to save £75 million between 2011 and 2015, just over a quarter of its budget. As far as possible, the council sought to meet this challenge through savings to the 'back office' to protect our front-line services. During this time of significant challenge, the Council has seen levels of resident satisfaction remain high both in terms of satisfaction with the Council as well as with a range of local services. The latest Residents' Perception Survey indicates that 89 per cent of residents are satisfied with Barnet as a place to live and 77 per cent feeling that the Council is doing a good job.
- 1.2 With financial pressure on the Council set to continue, the next four years will continue to present challenges. However, there will also be some significant opportunities. Savings plans to close the £80.1 million gap (2016-20) were agreed by Full Council in March 2016, with £5 million to be funded by reserves in 2019/20. Whilst funding savings from reserves is not sustainable in the long term the chief financial officer recognises that the council tax base beyond 2020 is expected to increase, based on projected council tax receipts from new housing in the west of the borough and therefore the use of reserves is projected to be necessary for one year only.
- 1.3 However, in spite of these challenges, there are significant opportunities for Barnet, with a focus on protecting vital services by managing demand and directing resource to those most in need. Successful demand management relies on an understanding of the types of demand, and how we work differently to deliver positive outcomes. Many of our service transformation programmes have demand management at their core to ensure that this objective is met. There is also an increased focus on building community resilience; helping residents to help themselves so that they are equipped to do more and become less dependent on statutory services.
- 1.4 As funding from central Government reduces to zero, the Council will need to generate its income through local and regional sources of funding – Council Tax, Business Rates, fees and charges, and the commercialisation of some services where appropriate. Whilst challenging, this also provides all authorities with an opportunity. The Council is also placing an increased focus on investment in infrastructure and is continuing with its ambitious regeneration plans, which will create over 20,000 new homes and 30,000 new jobs in the borough. Our regeneration programme will also generate more than £11m in recurrent income by 2025 and £50m in one off income by 2020, which is to be invested in the borough's infrastructure.
- 1.5 Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2016 Council meeting. The overall targets for Theme Committees remain the same and any proposals that are either unachievable or will not deliver on their original estimate will need to be supplemented by bringing forward new proposals to meet the gap.

1.6 Whilst there have been minor changes to how the overall savings targets will be achieved between 2017-20, officers consider the service priorities should remain unchanged. The vision, key outcomes and priorities that have informed the commissioning plan are outlined below:

- Social care services for adults have a key role to play in improving the lives of Barnet’s most vulnerable residents, working with housing, education and health services to enable people to stay independent and live for longer in their own homes.
- The integration of health and social care commissioning will make it easier for services to achieve this, while helping the NHS to manage demand on hospital services.
- Transformation of social care services will empower more young people with complex disabilities to stay in Barnet, where they grew up, and people with mental health issues will receive support focused on helping with their whole life, for example, getting a job and a home of their own.
- Improved leisure facilities, parks and open spaces will allow Barnet’s residents to be some of the most active and healthy in London, helping to manage demand for adults’ social services.

Priority	Key Outcomes
<p>Planning for Life</p>	<p>Working age adults and older people live a healthy, full and active life and their contribution to society is valued and respected.</p> <p>Social Workers will work with older and working age adults to support them to remain independent, focussing on what they can do and how they can increase their resilience.</p> <p>We are working to ensure accommodation supports people to live independently, through increased numbers of home adaptations, building more accessible and extra-care housing; and use of assistive technology.</p> <p>We have implemented a Shared Lives scheme, supporting disabled people to live in family homes, develop their independence and prevent the need for long-term residential care. We are promoting Home Share schemes, to enable people to stay in their own homes with support.</p> <p>We will develop a dementia network and become a dementia friendly community. Our later life planners, dementia advisors, dementia cafes and memory assessment service support older people, those with dementia and their carers to stay active and involved in their community.</p> <p>Our neighbourhood model of community support for older people focuses on wellbeing and inclusion, and will continue to support over 6,000 people, with a wide and expanding</p>

	<p>range of activities including gardening and lunch clubs, information and advice, digital inclusion, befriending, strength and balance (falls prevention) classes, yoga, walks, music groups and sing-alongs in 50 locations across the borough.</p>
<p>Prevention and early intervention</p>	<p>Working age adults and older people are provided with the tools to manage their own health and wellbeing and maintain independence.</p> <p>We have made more information and guidance available at the first point of contact through the ‘social care direct’ service which has been enhanced with increased numbers of qualified Social Workers, Prevention Officers and an improved directory of services.</p> <p>We’re intervening earlier, to help residents get back on their feet sooner and prevent crises through the roll out of our integrated health and care team for older people (BILT) to cover the whole of Barnet.</p> <p>Our new programme of support for carers of people with dementia will support carers to continue to care for their loved one and maintain their family together.</p> <p>Our commissioned prevention services will focus on increasing wellbeing, reducing the risk of unplanned hospital admissions and increasing ability to manage daily living and participate in the community through community development projects, and supporting Public Health initiatives such as Community Centred Practice; using health volunteers to encourage resilience and self-management.</p> <p>We have established a new personal assistants matching service so that people with care and support needs can be more in control of their own support.</p> <p>To help people with learning difficulties and mental health issues play an active part in their communities, we’re putting them in contact with support networks, and working with day services and employers to ensure access to employment, volunteering and training.</p>
<p>Person centred Integrated support</p>	<p>Working age adults and older people have timely access to health and social care support that maintains independence and avoids hospital admission or admission to residential care.</p> <p>Social care commissioning will be integrated with primary and secondary health services to deliver better outcomes for residents.</p>

	<p>Our Better Care Fund plan for will focus on the comprehensive roll out of our integrated care model, helping people get back on their feet through integrated teams, Rapid Response Care, Home From Hospital and Enablement services. This will ensure that residents are able to access joined up services that are appropriate for their needs, with earlier intervention reducing the need for more intensive social care services.</p> <p>Improved telecare provision, driven by advances in technology, will help people to care for themselves in their own homes.</p> <p>We have developed a model of mental health social care focused on recovery and maximising inclusion and are expanding the Barnet Network service.</p> <p>Our integrated learning disability team will work across social care, community health and mental health to support people with complex needs remain safe, well and as independent as possible.</p>
Safeguarding	<p>Working age adults and older people are supported to live safely through strategies which maximise independence and minimise risk from abuse and neglect.</p> <p>Safeguarding concerns will be responded to quickly through our enhanced Social Care Direct Service, resolving the issues as quickly as possible.</p> <p>With our partners in the Police, the NHS and the voluntary sector, we will continue to embed and champion the principles of Making Safeguarding Personal</p> <p>We have implemented the new Pan-London Multi-agency Safeguarding procedures, ensuring a consistent approach to safeguarding across London.</p> <p>We will work with partners to improve multi-agency responses to local needs, particularly in the areas of pressure ulcers, and self-neglect. We have implemented a new approach to pressure ulcers and self-neglect.</p> <p>We will work with the police and other partners to improve Access to Justice for vulnerable adults.</p>
Carers	<p>Carers are valued as expert partners in supporting working age adults and older people to live independent lives.</p>

	<p>We have commissioned a new support service for carers and young carers which will allow for an integrated, holistic approach to support. Support will be offered to carers which will consider the needs of both the carer and the person who they are caring for (e.g. offering activities for both the carer and person being cared for or peer support groups for the carer and specific activity for person receiving care).</p> <p>We will train our staff to improve the quality and numbers of carers' assessments undertaken and to ensure that support plans are helping carers to maintain and increase their own health and wellbeing and achieve the outcomes that they desire.</p> <p>We have strengthened the current carers' support offer through the use of assistive technology and intensive support for carers of people with dementia. A new specialist dementia support team has been established.</p> <p>We will work to ensure support provided is targeted and tailored to meet individual carer's needs through better support planning and applying a whole family approach aiming to reduce the number of carer breakdowns.</p> <p>We will better support carers to balance work and caring commitments, working with employers to ensure they are aware of carers' employment rights and know how to support carers in their workforce to remain in employment.</p>
Leisure Services	<p>Health and wellbeing outcomes are achieved in a manner that is sustainable.</p> <p>We aim to empower communities through a sustainable sport and physical activity pathway which encompasses a multi-agency approach through the 'Fit & Active Barnet' Partnership Board, which will be re-introduced in 2017</p> <p>We will improve and enhance Barnet leisure facilities; developing schemes at Barnet Copthall Leisure Centre and in Victoria Recreation Ground.</p> <p>We will promote a range of high quality, affordable and inclusive opportunities that raise awareness, highlighting the benefits of leading an active lifestyle; focusing on groups we know to be under-represented</p> <p>We will work to achieve prevention and early intervention preventing the onset of long term health conditions via our commissioned activity.</p>

	<p>We will work to integrate public health outcomes within a new leisure contract.</p> <p>We will improve strategic alignment to ensure opportunities are concentrated in a range of settings to sustain future activity; via the workplace, community, leisure, education, travel and open environment</p> <p>We will facilitate local, regional and national partnerships that advocate strategic investment in Barnet, that encourage people to lead a more active and healthy lifestyle.</p>
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1.7 The Adults Transformation Programme has developed a programme of work to change the way in which adult social care services are provided to meet the outcomes and priorities set out above within available resources. Progress reporting on the commissioning plan is presented to the Adults and Safeguarding Committee twice yearly, with project performance also reported to the Performance and Contracts Management Committee.

1.8 **Revenue**

The savings target for Adult's and Safeguarding Committee from 2017-20 is £15.07 million. The savings target for 2017/18 was £5.41 m. Through the review of the savings plans, risks to achievement have been reviewed and mitigated either through re-profiling where plans are developing, reducing targets or removing lines where savings were deemed unachievable. The savings target for 2017/18 has been revised and is now £4.87m. Substitute savings have been identified to close the gap over the overall period 2017-20. There is a plan in place to deliver each of the savings lines. The targets are ambitious and there are potential reputational and delivery risks which will be managed as plans progress.

Key changes and new proposals in 2017/18 are as follows:

- Re-profiled savings include bringing forward £283k on the Transformation of Your Choice Barnet supported living and day-care services (E5); reductions in savings from Older adults DFGs (R6) of £100k and Wheelchair housing (R10) of £85k.
- Removed savings from 2017/18 include the shared service and new delivery model (E3), Moreton Close extra-care housing (R3), older adults carers in work (R5) and older people home share (R11). These savings are £654k, £95k, £141k and £44k respectively.
- New proposals include Better Care Fund (BCF) uplift of 1.5% (I1) and proposed changes to the Fairer Contributions Policy (I2) totalling £393k.

Appendix A sets out the savings proposals for the Adults and Safeguarding Committee through to 2020.

1.9 Changes to the Fairer Contributions Policy

- 1.9.1 Financial regulations require that, for fees and charges within its remit, the Adults and Safeguarding Committee must approve changes to fees and charges that are above inflation by 2% or more, and the introduction of new charges. The inflation figures is 1.8%, therefore fees and charges above 3.8% (1.8% + 2%) will require this Committee's approval and a report to the Policy and Resources Committee for noting.
- 1.9.2 Residents in receipt of social care are assessed to determine the financial contribution that they should make to the cost of their care. For community based services, there is national legislation (Care Act 2014, Care and Support (Charging and Assessment of Resources) Regulations 2014) that provides a framework within which local authorities must determine their local policies.
- 1.9.3 This report presents proposals to revise Barnet's Fairer Contributions policy which has largely remained unchanged since 2011. In the last five years there have been a number of changes which directly or indirectly impact on contribution policies including changes to welfare benefits, new community care legislation and market changes within the care sector.
- 1.9.4 These proposals are for fees and charges for community based (non-residential) care services which include: home care; day care; supported living; extra-care housing; direct payments and other services (for example the assist alarm service) that are financially assessed under the Fairer Contributions Policy.
- 1.9.5 These proposals will be subject to service specific consultation and Equalities Impact Assessment.
- 1.10 Raising the current maximum rates for home care
- 1.10.1 Currently, the maximum amount someone using home care services will pay as their assessed contribution is £13.84 per hour. In 2011 this amount reflected the average cost of providing home care services.
- 1.10.2 It is proposed to raise the maximum rate for home care services from £13.84 per hour to the lowest hourly rate the Council pays to its new providers (currently £15.28 per hour). This would start in April 2017 and be reviewed annually to ensure that the rates used in future continue to reflect what the Council actually pays home care providers.
- 1.10.3 The increase would only be paid by those who have been assessed to pay the maximum contribution towards their care services. Those who pay the maximum charges are those who have been assessed to pay the full cost of their care, with either declared savings/capital above the savings/capital threshold (£23,250 for 2016/17) or those who have chosen not to disclose their finances and agree to pay the maximum charge; or those whose level of disposable income means that they have also been financially assessed to pay the maximum charge.

1.10.4 To support people who may be negatively affected by these changes it is proposed that increases in contributions are capped to £20 per week for the first two months following the increase.

1.11 Raising the current maximum rates for day care

1.11.1 Currently, the maximum contribution that someone using day care would pay is £37 per day. This amount has not changed since 2011.

1.11.2 It is proposed to raise the maximum charge for day care services to reflect the actual amounts that the Council pays the individual's care provider for their day care. This increase would only be paid by those who have been assessed to pay the maximum contribution towards their care services. This would start in April 2017 and be reviewed annually to ensure that the rates used in future continue to reflect what the Council actually pays day care providers.

1.11.3 Unlike the proposals for the home care maximum charge, the day care maximum charge would be different for different people depending on their provider and the day care service provided. Most people's day care costs around £48 per day, but a few people receive care that costs more.

1.11.4 The increase would only be paid by those who have been assessed to pay the maximum contribution towards their care services. Those who pay the maximum charges are those who have been assessed to pay the full cost of their care, with either declared savings/capital above the savings/capital threshold (£23,250 for 2016/17) or those who have chosen not to disclose their finances and agree to pay the maximum charge; or those whose level of disposable income means that they have also been financially assessed to pay the maximum charge.

1.11.5 To support people who may be negatively affected by these changes it is proposed that increases in contributions are capped to £20 per week for the first two months following the increase.

1.12 Removing a partial disregard on disability benefits

1.12.1 Since 2003, with the introduction of Fairer Charging (England and Wales), Councils have been required to apply a partial disregard to some disability benefits paid to people with care needs. This disregard applies to Attendance Allowance (AA) and Disability Living Allowance (DLA). Both of these benefits are paid when someone has been assessed as needing care by the Department for Work and Pensions (DWP).

1.12.2 The amount of the disregard for both benefits is currently £27.20 per week (2016/17 rates). For people aged 65 or over, the disregard of £27.20 is the difference between the lower rate (£55.10 per week) and higher rate (£82.30 per week) component of AA. For people aged under 65, the disregard of £27.20 is the difference between the middle (£55.10) and higher rate care (£82.30) component of DLA.

- 1.12.3 Personal Independence Payments (PIP) are currently being introduced as a benefit to replace DLA. PIP is paid at a standard rate (£55.10) and an enhanced rate (£82.30). The rate paid depends on the individual's ability to undertake activities related to daily living. The Government's aim is for everyone in receipt of DLA to have moved to PIP by 30 September 2017.
- 1.12.4 The Care Act 2014 and statutory guidance no longer requires Councils to apply the partial disregard of DLA (care component) and AA. It also allows councils to count in full PIP as income when assessing contributions. An increasing number of Councils have removed or are consulting on removing the partial disregard which applied to DLA and AA.
- 1.12.5 There is scope to treat the £27.20 per week, the amount that is currently disregarded, as assessable income. This additional allowance is generally paid by the DWP because the person has night time care needs. The Care Act guidance allows Councils to take into account the whole amount of AA, DLA (care component) and PIP (standard and enhanced daily living component). This would in effect remove the partial disregard of £27.20 (2016/17 rates).
- 1.12.6 The proposal is to remove the partial disregard of £27.20 (2016/17 rates) for both the higher rate attendance allowance and the higher rate care component of DLA. Removing this disregard would mean that the Council would then treat in full AA and DLA (care component) as income when financially assessing contributions towards care. The Council would also treat PIP (standard and enhanced daily living component) in full as income.

1.13 Changing the policy on guaranteed minimum income

- 1.13.1 Under the Council's Fairer Contributions Policy, the amount someone contributes towards their care is based on their income and outgoings. The lowest level of income that someone is expected to live on to meet everyday living costs is called the guaranteed minimum income. This is used to protect how much disposable income people have after contributing towards the cost of their care. Under the Council's current Fairer Contributions Policy the guaranteed minimum income is set at the existing benefits rates plus an additional 25%.
- 1.13.2 Every year the Council's guaranteed minimum income is normally increased in accordance with Department of Health guidance. This year, for the first time, the Department of Health maintained its guaranteed minimum income at 2015/16 levels even though some benefits increased. Under its Fairer Contributions Policy, the Council assessed contributions using the new benefits rates plus an additional 25%. This has resulted in a gap between the Department of Health's guaranteed minimum income and the Council's guaranteed minimum income. This led to the Council receiving lower contributions of around £100,000 in 2016/17.

1.13.3 To future proof the Council's Fairer Contributions Policy, it is proposed to align the Council's guaranteed minimum income within its Fairer Contributions Policy to the Department of Health's guaranteed minimum income (which is set in April every year) or the Council's current level of £194.50 whichever is the highest.

1.14 **Core leisure fees and charges**

1.14.1 Greenwich Leisure Limited (GLL) are responsible for producing a core pricing proposal outlining recommended price increases for Council approval on an annual basis as per the conditions of the leisure contract (inclusive of tender section 10 & operation requirements section 2.2.3).

1.14.2 The pricing schedule follows clause 6 of the contract which is based on RPIX. GLL have submitted their increment proposals for 2017/18 which can be located in Appendix B. As per the contractual agreement, the operator has the ability to increase core leisure pricing in line with inflation.

1.14.3 Core prices approved will form part of a pricing schedule that is effective from 1st April 2017– 31st March 2018 at all 5 leisure facilities;

- Barnet Cophall Leisure Centre.
- Barnet Burnt Oak Sports Centre.
- Finchley Lido Leisure Centre.
- Hendon Sports Centre.
- Church Farm Leisure Centre.

1.14.4 The proposed schedule for 2017-18 is indicative of a range from 0% - to a maximum of 1.5%, below the rate of inflation (assumed at 2%).

1.14.5 All leisure industry standard pricing is rounded to the nearest 5p, which is reflected within the increments in the attached detail. This is standard in the leisure industry as it is linked to IT payment systems and customer satisfaction.

1.14.6 The prices set out in Appendix B are referred to as 'core' prices. These are prices that the Council has the authority within the contract to approve each year. All other fees and charges within the leisure management contract are referred to as 'non-core' prices. 'Non-core' items typically relate to monthly direct debit memberships. These prices are set centrally by GLL which has the ability to decrease or increase these non-core prices without obtaining Council authorisation.

2. **REASONS FOR RECOMMENDATIONS**

2.1 This report sets out the indicative proposals for how the Committee will achieve the revenue savings confirmed by the Council's Policy and Resources Committee on 28 June 2016 and which accord with the priorities of the Adults and Safeguarding Committee set out in paragraph 1.6.

3. **POST DECISION IMPLEMENTATION**

- 3.1 These proposals will be considered by the Policy and Resources Committee on 1 December 2016 and will form part of the delivery of the Council's Medium Term Financial Strategy. Public consultation on the Council's Medium Term Financial strategy will commence in December.
- 3.2 A formal public consultation on the proposed changes to the Council's Fairer Contributions Policy will commence on 14 November 2016 and close on 3 February 2016.
- 3.3 Acting under delegated powers, the Adults and Health Commissioning Director will progress the plans for the proposed changes to the Council's Fairer Contributions Policy, and in consultation with the Chairman of the Adults and Safeguarding Committee, agree the policy taking into account the feedback from the public consultation and the Equalities Impact Assessment.

4. **IMPLICATIONS OF DECISION**

4.1 **Corporate Priorities and Performance**

- 4.1.1 The Council's Corporate Plan for 2015-20 sets the vision and strategy for the next five years based on the core principles of **fairness, responsibility and opportunity**, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life.
- Where people are helped to help themselves, recognising that prevention is better than cure.
- Where responsibility is shared, fairly.
- Where services are delivered efficiently to get value for money for the taxpayer.

4.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 4.2.1 The Adults Transformation Programme has a budget of £2.7m to deliver the remaining £15.07m of savings to 2020. Key investments include the alternative delivery vehicle and new operating model projects, support for carers, continuing to developing employment support opportunities, housing and support projects and programme infrastructure to co-ordinate activity, manage risk, dependencies and monitor progress.
- 4.2.2 Although the savings have been revised and meet the total of £15.07 million up to 2020, the profiling of the savings has changed. The original profile had £5.4 million to be achieved in 2017/18; whereas the revised profile only achieves £4.9 million. This has an impact on the overall Medium Term Financial strategy.

- 4.2.3 The Sport and Physical Activity (SPA) Project has a budget of £1.5m to deliver the outcomes specified within the project up 2018/19. This includes the procurement and final award of a new leisure contract, an annual management fee (income) to the Council, an application for £2m to Sport England Strategic Facilities Investment Fund, the design and build of Barnet Copthall Leisure Centre and New Barnet Leisure Centre, completion of a Diving Feasibility Assessment, resident engagement and communications, management of risk, dependencies and monitoring progress.
- 4.2.4 Appendix A identifies the areas where it is proposed to deliver savings to meet the financial challenges facing the Council and is in line with the overall target savings set by the Policy and Resources Committee on 28 June 2016.
- 4.2.5 At month 6 2016/17, Adult Social Care services are predicting a forecasted overspend of £4.77m due to increasing demographic pressures and increased referrals from the NHS.
- 4.2.6 It has been estimated that the proposals to change the Fairer Contributions Policy for non-residential care services would generate an additional £290k of contributions in 2017/18.

4.3 Social Value

- 4.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. In taking forward the proposals due regard will be paid to the Social Value Act. We will seek added value that providers can bring in delivering our services such as where apprenticeships are provided.

4.4 Legal and Constitutional References

- 4.4.1 All proposals emerging from the business planning process will need to be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010). All Proposals have already or will be subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports which will have to be considered by the Committee when making the individual decisions.
- 4.4.2 The Adults and Safeguarding Committee is approving these proposals for referral to the Policy and Resources Committee. These proposals will then be referred to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impacts that cannot be mitigated.
- 4.4.3 The Terms of Reference of the Adults and Safeguarding Committee are set out in the Council's Constitution, Part 15, and Responsibility for Functions. Under paragraph 4.3.9 of the Council's Financial Regulations, changes to fees and charges are approved by the Theme Committees.

The responsibilities of the Adults and Safeguarding Committee:

To submit to the Policy and Resources Committee Proposals relating to the Committee's budget for the following year in accordance with the budget set.

<http://barnet.moderngov.co.uk/documents/s18093/15aResponsibilityforFunctionsAnnexA.doc.pdf>

4.5 Fees and Charges

4.5.1 Local authorities are permitted under section 14 of the Care Act 2014 to charge for the cost they incur in meeting social care and support needs under the Act. It also sets out when not to make a charge and that a financial assessment of the person's resources must be undertaken to determine what they can afford to contribute towards the cost of their care.

4.5.2 The Care Act 2014 makes provision for regulations to be made to set out the detail with regard to financial assessments and how to calculate what a person can afford to contribute towards the cost of their care and support, in particular, how different types of income and capital should be treated and the minimum amount of income a person must be left with after charging. This is set out in the Care and Support (Charging and Assessment of Resources) Regulations 2014.

4.5.3 Further detailed guidance with regard to charging is set out in the Care and Support Statutory Guidance issued under the Care Act 2014 by the Department of Health in October 2014 (CASSG) and updated in May 2016. Barnet Council must have regard to this guidance.

4.6 Risk Management

4.6.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the council's internal officer Delivery Board and to the relevant Committees and is reflected, as appropriate, throughout the annual business planning process.

4.6.2 Risks associated with each individual saving proposal will be outlined within the individual Committee report as each proposal is brought forward for the Committee to consider.

4.7 Equalities and Diversity

4.7.1 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

4.7.2 The public sector equality duty is set out in s149 of the Equality Act 2010:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

4.7.3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

4.7.4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

- (a) Tackle prejudice; and
- (b) Promote understanding.

4.7.5 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

4.7.6 The relevant protected characteristics are:

- Age;
- Disability;
- Gender reassignment;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex; and

- Sexual orientation.

4.7.7 As individual proposals are brought forward for consideration by the Adults and Safeguarding Committee, each will be accompanied by an assessment of the equalities considerations, setting out any potential impact of the proposal and mitigating action. The equalities impact of all proposals will be reviewed as proposals develop and will inform the final consideration of the savings proposals by the Policy and Resources Committee on 23rd February 2017.

4.7.8 Where there are changes to service delivery, it is inevitable that these will impact on individuals in different ways. However at each stage of the process, the Council will conduct full EIA to ensure that where some current and future clients are impacted, proper measures are considered to minimise the effect as far as possible. Those affected by any changes resulting from any of the proposals will be fully engaged. Where necessary proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.

4.7.9 In line with the Council's corporate plan and Adults and Safeguarding Commissioning Plan, we aim to promote independence and choice for Barnet residents and service users and to ensure that people participate and contribute to their communities. In order to achieve this, we are reviewing how some of our services are delivered which may mean a change from 'traditional social services' to being more creative and innovative and integrating a strengths based assessment of need into how those services are delivered. By promoting choice and inclusion we will help people to help themselves and others, recognising that prevention is better than cure and build strong, healthy, resilient, successful and safe communities.

4.7.10 The revenue savings sheet shown as Appendix A currently indicates that EIAs have been carried out for 15 savings proposals and 12 of these anticipate a positive impact on equalities and customer satisfaction. There are anticipated positive benefits in the following: E1 3rd party spend (supported living services); R2 for carers intervention; R4 independence of young people; R6 older adults DFG; R7 personal assistants; R9 mental health step down; R10 wheelchair housing; and S1 integrated later life care. Positive or neutral equalities impacts have been indicated by assessments of E4 transformation of Your Choice Barnet, R1 savings through supporting people in the community, R8 working age adults and S2 assistive technology. A preliminary assessment undertaken by officers for the price increases for core leisure fees and charges does not consider there to be an impact on equalities and customer satisfaction.

4.7.11 Three savings are assessed with a potential negative impact. These include proposal E1, Third Party spend, where full equality impact assessments have been undertaken on the proposed changes, as well as consideration being given to the cumulative impact of the proposals. The analysis indicates there are potential negative impacts on some older service users including those with disabilities, (learning disabilities and mental health issues) as well as people from specific BME communities. Attention has been paid to mitigating the impact on these groups. This proposal, including a recommendation for

consultation, will be presented within the Prevention and Early Support Services report at the 10 November 2016 Adults and Safeguarding Committee.

4.7.12 Proposed saving E2, mental health staffing efficiencies, has been assessed as having no foreseeable impact on residents or service users. This will continue to be kept under review to ensure that this remains the case. The staffing assessment indicates that the mental health workforce is predominantly female and that the majority of workers are aged 50 or above. As a result the service needs to bear in mind how the mental health proposals may affect the employee's flexible working arrangements and on-going career priorities.

4.7.13 Proposed saving I2, increase charging under the Fairer Contribution Policy, has been assessed as having a minimal negative impact with the mitigation to financially assess clients for affordability and use strengths-based review to look at alternatives.

4.7.14 All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy, which supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

4.8 Consultation and Engagement

4.8.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four circumstances:

- where there is a statutory requirement in the relevant legislative framework;
- where the practice has been to consult or where a policy document states the Council will consult then the council must comply with its own practice or policy;
- exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
- where consultation is required to complete an equalities impact assessment.

4.8.2 Regardless of whether the Council has a duty to consult, or if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- comments are genuinely invited at the formative stage;
- the consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- there is adequate time given to the consultees to consider the proposals;
- there is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;

- the degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and;
- the consultation is clear on the reasons why extent to which alternatives and discarded options have been discarded. are required to be consulted on.

4.8.3 Public consultation on the overall budget for 2017/18 will commence on 5th December 2016 following the Policy and Resources Committee on 1st December 2016 before the final savings are recommended to Full Council on the 7th March 2017.

4.8.4 The public consultation will give residents an opportunity to comment on the 2017/18 overall budget and the Adults and Safeguarding Committee's individual proposals to deliver the 2017/18 savings identified in this report, before final decisions are formalised in the Council's annual budget.

4.8.5 In terms of service specific consultations, the Council has a duty to consult with residents and service users in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties.

4.8.6 Where appropriate, separate service specific consultations have already taken place or are currently taking place for the 2017/18 savings. There are two consultations that are subject to Member approval at the 10 November 2016 Adults and Safeguarding Committee:

- Fairer Contributions Policy. If approved there will be a separate 12 week consultation on the specific proposals on adult social care fees and charges. Residents will be able to engage through an online survey to be published on Engage Barnet, the Council's consultation hub; paper copies of the consultation document and consultation questionnaire (including in EasyRead format) and drop in sessions to be held around the borough (with at least one in the evening). A dedicated hotline and email address will be available for people who need support or have queries.
- Prevention and Early Support Service. If approved, 1-2-1 and group sessions (as required) will be carried out by the Council with service users and their carers and families who are affected by the proposals. Specially arranged meetings and events will be held between November – January to provide services users and their carers with an opportunity to comment on the specific service proposals. There will also be a survey made available, in the same time period, to allow for wider consultation on the proposals. A consultation report will be brought back to the Committee on the 23 January 2017

Consultations have taken place for the following and are included in the papers that are being presented at the 10 November 2016 Adults and Safeguarding Committee:

- Your Choice Barnet Consultation. Following agreement in June at Adults and Safeguarding Committee, to enter into a contract with Your Choice Barnet from 1 February 2017 – 31 March 2022, Committee will be presented with the findings of a consultation regarding the new service offer.
- Extension of extra-care services: consultation has been carried out with carer and service user representatives and this has informed the development of the Barnet model of extra care. Consultation with residents of the sheltered housing scheme at Moreton Close was carried out in September 2013. Further meetings took place with residents to address concerns, individual housing needs and aspirations.

5. BACKGROUND PAPERS

5.1 Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Policy and Resources Committee 10 June 2014	Decision Item 6 - Corporate Plan and Medium Term Financial Strategy 2015/2016 to 2019/2020	https://barnet.intranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7856&Ver=4
Policy and Resources Committee 17 February 2015	Decision Item 9 – Sport and Physical Activity Review Outline Business Case	http://barnet.moderngov.co.uk/documents/s21208/Sport%20and%20Physical%20Activity%20Review%20Revised%20Outline%20Business%20Case.pdf
Adults and Safeguarding Committee 19 March 2015	Decision Item 8 – Adults and Safeguarding Commissioning Plan	Item 8 – Adults and Safeguarding Commissioning Plan
Policy and Resources Committee – 24 March 2015	Decision Item 9 – The Better Care Fund 2015-2016 – Agreement to enter into a Pooled Budget with NHS Barnet CCG	http://barnet.modern.gov.co.uk/documents/s22197/The%20Better%20Care%20Fund%202015-2016%20Agreement%20to%20enter%20into%20a%20pooled%20fund%20with%20NHS%20Barnet%20CCG.pdf
Policy and Resources Committee 9 July 2015	Decision Item 10 - Business Planning – 2015/16- 2019/20	http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf
Adults and Safeguarding Committee 12 November 2015	Decision Item 7 - Business Planning – 2015/16 Decision Item 12 – A new Operating Model for Adult Social Care	http://barnet.moderngov.co.uk/documents/s27181/Adults%20and%20Safeguarding%20Business%20Plan%202016-2017.pdf http://barnet.moderngov.co.uk/documents/s27171/A%20new%20operating%20model%20for%20adult%20social%20care.pdf

Item	Decision	Link
Policy and Resources Committee 16 December 2015	<p>Decision Item 7 - Business Planning – Medium Term Financial Strategy 2016-20</p> <p>Decision Item 12: The relocation and redevelopment of Church Farm Leisure Centre and the redevelopment of Barnet Cophall Leisure Centre</p>	<p>http://barnet.moderngov.co.uk/documents/s28174/Business%20Planning%20Medium%20Term%20Financial%20Strategy%202016-20.pdf</p> <p>http://barnet.moderngov.co.uk/documents/s28130/The%20relocation%20and%20redevelopment%20of%20Church%20Farm%20Leisure%20Centre%20and%20the%20redevelopment%20of%20Barnet%20Cophall.pdf</p>
Council 1 March 2016	Report of Policy and Resources Committee - Business Planning 2016-20	http://barnet.moderngov.co.uk/documents/s30002/Report%20to%20Council%20-%20Business%20Planning%202016-20.pdf
Adults and Safeguarding Committee 7 March 2016	<p>Decision Item 7 - Updated Commissioning Plan</p> <p>Decision Item 9 – Adults Social Care Delivery Model project Outline Business Case</p>	<p>http://barnet.moderngov.co.uk/documents/s30106/Commissioning%20Plan%202016-17.pdf</p> <p>http://barnet.moderngov.co.uk/documents/s30109/Alternative%20delivery%20model%20for%20Adult%20Social%20Care.pdf</p>
Adults and Safeguarding Committee 16 June 2016	Decision item 7 Review of Your Choice Barnet Contract	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8671&Ver=4
Adults and Safeguarding Committee 19 September	Decision item 9 Revised Business Case on Adults Social Care Alternative Delivery Model and Implementation of the New Operation Model	http://barnet.moderngov.co.uk/documents/s34553/Revised%20Business%20Case%20on%20Adult%20Social%20Care%20Alternative%20Delivery%20Vehicle%20and%20Implementation%20of%20the%20New.pdf

Appendix A: Revenue Savings Programme

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget						Total savings (All years)	Variance Analysis	
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2016/17	2017/18		2018/19		2019/20			
								£000	£000	FTE	£000	FTE	£000			FTE
Efficiency																
E1	3rd Party Spend (Inc. Prevention)	Fairness	<p>A review of contracts was undertaken and those contracts that duplicated service provision, that were poor value for money due to low levels of activity or could be provided more efficiently have been identified.</p> <p>Proposals are being developed in relation to individual contracts (including contracts held with the voluntary and community sector, please see the separate paper titled 'Prevention and Early Support Services' from Adults and Safeguarding Committee 10 November https://barnet.moderngov.co.uk/ieListDocuments.aspx?Clid=698&Mid=8674&Ver=4). The changes include commissioning different models of service delivery, choosing not to renew historic contracts, terminating contracts, improved contract management and negotiation of better rates for 2017/18.</p> <p>Further savings will be secured from our expenditure on supported living services for those with complex needs by putting in place an early intervention service that will stop people needing very high levels of care and by reducing the number of spot purchases outside of the contract rates.</p>	<p>A consultation and engagement plan is included within the Prevention and Early Support Services report being presented at the 10 November 2016 Adults and Safeguarding Committee. Tailored 1-2-1 and group sessions will be carried out by the Council with service users and their carers and family who are affected by the proposals. Specially arranged meetings and events will be held between November – January to provide services users and their carers with an opportunity to comment on the specific service proposals. There will also be a survey made available, in the same time period, to allow for wider consultation on the proposals. A consultation report will be bought back to the Committee on the 23 January 2017.</p>	<p>Improved management of contracts will make services more efficient. Impact on delivery of early support services will be carefully assessed to avoid negative impacts. Full EIAs have been undertaken on the proposed changes as well as consideration being given to the cumulative impact of the proposal.</p>	<p>There may be a negative impact on customer satisfaction if services accessed on a universal basis are changed or reduced. However, specific targeting of existing services may increase satisfaction and outcomes for some customers. The savings are being proposed following a review of contracts and proposals for effectiveness.</p>	<p>Full EIAs have been undertaken on the proposed changes as well as consideration being given to the cumulative impact of the proposal. Equalities analysis has been undertaken and indicates there are potential negative and neutral impacts on service users with disabilities, mental health problems as well as people from specific BME communities. Attention will be paid to these groups through one to one engagement and identification of alternative service provision where necessary with regards to mitigating actions. EIA's will be kept under review and will consider the impact on the sustainability of the third party organisation.</p> <p>The EIA undertaken for the procurement of the Accommodation and Support Approved Provider list demonstrates a positive impact for service users. The Accommodation and Support Approved provider list will support the council to purchase these personalised and flexible services.</p>	3,584	(762)		(791)		(681)		(2,234)	(62.34)%
E2	Staffing Efficiencies	Fairness	<p>A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.</p> <p>The saving in 2019/20 is anticipated from the implementation of a new IT case management system.</p>	<p>Collective and individual staff consultations took place between December 2015 and October 2016. No further consultation is required.</p> <p>http://barnet.moderngov.co.uk/ieListDocuments.aspx?Clid=174&Mid=8584&Ver=4 http://barnet.moderngov.co.uk/documents/s29753/Appendix%201A%20-%20FAOs%20-%20Staff%20Restructure%20Consultation.pdf</p>	No further impact.	No further impact.	No further impact.	2,065	(400)				(213)	4	(613)	(29.68)%
E3	Shared services & new delivery models	Opportunity	<p>A revised business case for an alternative delivery vehicle (ADV) was agreed by the Adults and Safeguarding Committee on 19th September. It was agreed by Committee that further work be undertaken to establish a revised business case including detailed proposals for a shared service with the NHS (Option B). The vision for the shared service option is based on creating an integrated, single health and social care pathway providing a seamless care journey for service users and patients. The potential for savings from the shared service option are based on aligning commissioning plans between the local authority and the NHS, as well as generating efficiencies through economies of scale / removing duplicate management capacity for a shared organisation (e.g. reduced senior management costs or A&C, as well as reduced management overheads for functions such as Finance, Performance and Communications).</p>	<p>Service specific consultation was undertaken from May to August 2016:</p> <p>http://barnet.moderngov.co.uk/ieListDocuments.aspx?Clid=698&Mid=8673&Ver=4</p>	<p>The intended impact is to improve demand management and support a greater proportion of people with social care needs through low-cost and no-cost support.</p>	Neutral impact	<p>An initial equalities impact assessment (EIA) of the proposed new operating model was completed in October 2015 and included as part of the strategic outline case presented to the Adults and Safeguarding Committee on 12 November 2015. The EIA showed "no impact anticipated" for residents and service users and "impact unknown" for staff. This EIA was reviewed by the lead officer in February 2016 as part of the development of the outline business case and no requirement to update it was identified.</p> <p>The EIA was reviewed again in August 2016, following completion of public consultation on the proposed new operating model and the delivery vehicle options. Responses to the consultation raised two areas of concern for a potential impact on equalities for service users (the ability of some service user groups, including the visually impaired) to access online services and some people's ability to travel to hub appointments. The original EIA already reflected the importance of ensuring that people who cannot travel to hubs or use online services are not adversely affected by these proposals. It has been reviewed and extended to include and address the specific concerns raised in the consultation responses. The assessment of the overall impact for residents and service users remains "no impact anticipated".</p>	13,324			(654)		(654)		(1,308)	(9.82)%

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget				Total savings (All years)	Variance Analysis			
								2016/17	2017/18		2018/19			2019/20		
									£000	£000	FTE			£000	FTE	£000
E4	Pooled commissioning and operations with the NHS	Fairness	The Better Care Fund will continue into future years and evidence from other parts of the UK indicates that efficiencies can be delivered across health and social care by using social and community care instead of hospital care. This saving is assumed on the following basis: increased joint commissioning and budget pooling with the NHS on a larger scale to deliver savings across the system, with the local authority receiving a proportionate share of the efficiencies achieved.	Service specific consultation will be undertaken if required.	Impact on delivery will be assessed as proposals are developed. There may be a need for investment in social care services to deliver savings for the NHS and council, as community care and support is used instead of care in hospital settings.	Impact on Customer Satisfaction	Neutral impact	Equalities Impact Assessments will be undertaken as proposals are developed.	72,537				(727)	(727)	(1.00)%	
E5	Transformation of Your Choice Barnet supported living and day-care services	Efficiency	The savings will be secured through a four year programme of changes to the range of services individuals are offered and help them progress towards independence, more efficient use of building and some reductions in the price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.	Service specific consultation and one to one engagement took place between June-September 2016. http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf	Impact on delivery positive as individuals will be supported to undertake new activities and live more independently. YCB will be using a person centred approach to ensuring that the aspirations for individuals are fully met.	Consultation outcomes indicated that people welcomed these changes but needed to be assured that service users would be well supported to make these changes.	Initial equalities analysis has been undertaken and indicates there is positive or neutral impact on service users, service users with learning disabilities and their carers, as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment. http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf	13,942	(283)		(343)		(596)		(1,222)	(8.76)%
Total Income									(1,445)	0	(1,788)	0	(2,871)	4	(6,104)	
I1	Better Care Fund uplift (1.5%) as per national guidance	Opportunity	As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 130k in 17/18.	Not required.	Not required.	N/A	N/A		(5,568)	(103)		(105)			(208)	3.74%
I2	Update the Council's Fairer Contributions policy	Opportunity	Uplifting the current rates used to assess contributions to reflect the current cost of care. Remove a partial disregard on disability benefits. Changing the approach to personal allowances.	Service specific consultation will be undertaken subject to approval from the Adults & Safeguarding Committee on 10th November 2016.	Will require more financial assessments during implementation and possible additional strengths-based reviews.	People who use services may be unhappy if their contribution increases.	The impact is minimal negative. The mitigation will be that clients are financially assessed for affordability and strengths-based review to look at alternatives.	(2,259)	(290)						(290)	12.84%
Total									(7,827)	(393)	0	(105)	0	0	(498)	
Reducing demand, promoting independence																
R1	Savings through supporting people in the community as opposed to high cost care packages and residential placements	Responsibility	Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as community support, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.	Service specific consultation as part of the budget setting process for 2014/15 and 2015/16 budget, prior to the first year of the community offer initiative. https://engage.barnet.gov.uk/adult-social-services/community-offer	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met. This is a continuation of an existing savings programme.	Eligible needs will still be met. However, some users/relatives may still prefer traditional care and find creative options less palatable	EIA's for service user impact were undertaken in 2013 and showed a positive/neutral impact on service users. This will be reviewed and updated if required prior to implementation of future savings. EIA updated in October 2015 and impact on service users (older adults, service users with physical disabilities and learning disabilities and mental health needs) remains positive/neutral.	39,357	(350)		(350)		(91)		(791)	(2.01)%
R2	Carers Intervention programme - Dementia	Responsibility	An intensive evidence-based model of support for carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.	One to one engagement with service users to be undertaken on a case by case basis. Engagement is occurring throughout programme delivery with users of the service.	Positive - this enhances the carers offer	Should increase	Positive. The impact of this service is positive and expands support for carers in Barnet and should result in more adults with dementia to remain in their own homes.	2,884	(160)		(160)		(180)		(500)	(17.34)%

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget								Total savings (All years)	Variance Analysis
								2016/17		2017/18		2018/19		2019/20			
								£000	FTE	£000	FTE	£000	FTE	£000	FTE		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact										
R3	Extra-Care 1 (Moreton Close)	Fairness	Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.	Qualitative research with older people underway via a series of visits to extra care housing schemes, involving officers from Commissioning and Procurement, together with service user and carer representation. There will be focus groups with service users of a local extra care housing scheme.	More choice for older people, reduced take up of residential care	Should increase	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users over 65.	14,504			(465)				(465)	(3.21)%	
R4	Independence of Young People	Opportunity	Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care budget. Savings from the new ways of working, designed to increase service user independence, are also expected.	Service specific staff consultation was undertaken in September 2015. Coproduction and research work has been underway with parent and carer representatives since March 2015.	Should lead to better outcomes but may be difficulties in embedding new way of working.	Should improve independence of young people. Eligible needs and statutory duties will continue to be met. Some users and families may prefer traditional care and this could lead to reduced satisfaction.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users with disabilities. https://barnet.moderngov.co.uk/documents/s22214/0-25%20Disability%20service.pdf	2,435	(350)		(150)		(100)		(600)	(24.64)%	
R6	Older Adults - DFGs	Responsibility	Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.	Continuation of existing programme, consulted on within previous MTFS consultations.	Should improve	Should improve	Initial analysis indicates that no staff and/or service user EIA is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the A&S Committee in Jan 2016.	3,394	(80)		(170)		(170)		(420)	(12.38)%	
R7	Personal assistants	Responsibility	Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the national Living Wage.	One to one engagement will be carried out on a case by case basis.	Positive	Positive. Should improve - more choice	EIA for service user impact has been undertaken and is currently showing positive impact on service users (older adults, people with physical disabilities and learning disabilities and people with mental health needs).	9,248	(200)		(140)				(340)	(3.68)%	
R8	Support for Working age adults	Responsibility	Review support packages and develop support plans to meet needs at a lower cost. This is likely to include the following:- Increase the supply and take-up of supported living and independent housing opportunities - Supporting transitions to the above for people currently in residential care- Ensure that the review and support planning process is more creative and cost effective-Ensure that this considers how technology can enable people with disabilities to live more independently.	Engagement and reviews done on a case by case basis.	Promotes independence and integration into communities. Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer traditional care and this could lead to dissatisfaction.	Equalities impact assessments for service user impact have been undertaken and are currently showing a positive /neutral impact on service users.	18,392	(450)		(350)		(300)		(1,100)	(5.98)%	

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget								Total savings (All years)	Variance Analysis
								2016/17		2017/18		2018/19		2019/20			
								£000	FTE	£000	FTE	£000	FTE	£000	FTE		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact										
R9	Mental Health service users moving to step down/independent accommodation	Responsibility	Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the process as any move-on plans are developed and supported.	There will be a need to secure suitable independent living accommodation. Social Care staff will need to deliver intensive recovery work to ensure services users develop skills to live more independently. Skills development will need to take place to manage existing providers to support the move on plans.	Satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care.	Impact will be assessed on an individual basis. Should be a positive impact for individuals.	2,966	(500)		(250)		(250)			(1,000)	(33.72)%
R10	Wheelchair Housing	Responsibility	The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.	One to one engagement with service users as part of the support planning process. This is a continuation of current national and local personalisation and promoting independence policies.	Step down options will enable individuals to live more independently and have more choice and control over their care and support, which is in line with the services principles. All eligible care and support needs will still need to be met.	Promotion of independence should lead to increased service user satisfaction. A process of engagement with service users, their carers and families will be required to prepare individuals for step down. If this is not managed effectively service user satisfaction may drop. Service users and families who prefer traditional care may be less satisfied.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users, especially those with physical and learning disabilities.	1,586	(54)		(54)		(54)			(162)	(10.22)%
R11	Older People Home Share	Responsibility	Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc.). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional home sharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.	One to one engagement with service users as part of the support planning process. Each to be considered on a case by case basis.	Older people home share schemes should help alleviate demand for home/domiciliary care thus leading to a reduction in the cost of care packages. The scheme is consistent with the principles of promoting independence and supporting to people to remain at home for longer.	Home share schemes will be voluntary and, where used, are expected to increase customer satisfaction as individuals are offered a creative solution allowing them to remain independent at home for longer.	Initial equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on service users especially those over 65.	6,839			(72)		(102)			(174)	(2.54)%
R12	Extra-Care Housing 2	Responsibility	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.	Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Should improve	Full Equalities Impact Assessments will be undertaken as clients are identified.	7,241					(760)			(760)	(10.50)%
Total										(2,144)	0	(2,161)	0	(2,007)	0	(6,312)	

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget								Total savings (All years)	Variance Analysis
								2016/17		2017/18		2018/19		2019/20			
								£000	FTE	£000	FTE	£000	FTE	£000	FTE		
Service redesign																	
S1	Integrated Later Life Care	Opportunity	Integrated Care for frail elderly/over 50 years with long-term conditions. The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.	Initial consultation with service users took place to develop the Business Case through 2014. As part of the borough wide expansion plans, engagement sessions have been held with numerous stakeholders including partner organisations, staff, GP's, voluntary/community sector organisations and service users. No further service specific consultation required.	BILT has developed from being a small pilot in the West locality to borough wide service, working with all 62 GP practices across Barnet. The new model of care incorporates different components of the integrated care model brought into a single service with a phased roll out across the borough ('Phase 3'). The Service will provide a specific focus on collaborative case finding and care planning, deliver joint assessment and care navigation across the system, and provide enhanced specialist interventions for high risk residents (for those registered with a Barnet GP) by embedding the specialist MDT approach into every day practice. The Service will incorporate health and social care and link in with the voluntary sector.	Should increase as people will receive less and more focussed interventions.	EIA completed in September 2016 indicates there is a positive impact on service users.	14,504	(385)		(300)		(470)		(1,155)	(7.96)%	
S2	Assistive technology (telecare)	Responsibility	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council is currently procuring a partner to co-develop and implement this approach from April 2017.	Provider engagement has taken place prior to procurement. Working group of service users and carers will be formed to support implementation approach.	Increased use of telecare/ assistive technology will support individuals to remain at home for longer, or reduce reliance on more traditional service types. Staff may require further training in order to identify service users who may benefit from assistive technology, and significant provider engagement will be required to introduce telecare into residential/ nursing care.	Telecare can enhance individuals' feelings of safety and enable individuals to remain independent and in their own homes for longer. However users and carers who prefer traditional care may be less satisfied.	Initial equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on staff and service users (older people, LD, PD, MH). This will be kept under review as proposals develop.	33,502	(500)		(500)		0		(1,000)	(2.98)%	
Total									(885)	0	(800)	0	(470)	0	(2,155)		
Overall Savings									(4,867)	0	(4,854)	0	(5,348)	4	(15,069)		

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APPENDIX B - GLL Proposed Core Leisure Fees and Charges - 2016/17 approved


Activities	2016/17 Approved					
	Adult Non Member	Better H&F Adult	Better H&F Adult Con	Jnr Non Mem	Better H&F Junior	Better H&F Jnr Con
Swimming						
Casual Swim - all sessions	£6.55	£4.60	£3.30	£4.05	£2.70	£2.00
Tots Water World	£7.65	£5.35	£3.75			
Swim Only - Monthly		£29.95				
Health & Fitness						
Fitness Induction - (All Centres)		£31.20	£16.30		£16.40	£11.65
Fitness induction and Programme - (All Centres)		£38.60	£20.05		£19.20	£13.70
Casual Gym (All Centres)		£8.45	£6.05		£4.35	£3.05
Group Exercise Class (All Centres)	£12.05	£8.35	£6.00			
Water Aerobics Class (1 hr) all centres	£12.05	£8.35	£6.00			
Racket Sports						
Table Tennis - per table	£11.45	£8.05	£5.95	£7.35	£5.95	£3.65
Badminton - per court	£17.10	£11.85	£9.10	£9.05	£6.20	£4.50
Tennis - 1 hour per court	£8.90	£6.00	£4.45	£4.60	£3.15	£2.20
Courses						
Gymnastics 1 hour - Hendon only					£7.55	£5.35
Gymnastics 1 hour					£6.20	£4.65
Football 1 hour					£6.55	£4.75
Badminton 1 hour					£6.55	£4.75
Trampoline 1 hour - Hendon only					£7.55	£5.35
Tennis 1 hour					£8.30	£5.90
Pilates 1 hour		£8.45	£6.50			
Swimming 30 mins		£6.90	£4.85		£6.85	£4.80
Swimming 45 mins		£7.15	£5.00		£7.05	£4.85
Parent & Baby 30 mins					£6.85	£4.80
Synchronised Swim 45 mins					£6.85	£4.80
Drop In Sessions						
Fun Session				£4.10	£2.70	£2.00
Gymnastics Session - Adults	£16.60	£11.60	£8.20			
Gymnastics Assessment	£16.80	£16.80	£16.75			
Burnt Oak - Floodlit artificial full size pitch - 1 hr		£96.60				
Burnt Oak - Floodlit artificial (5-a-side) 1hr		£48.20	£22.60			
Burnt Oak - Floodlit artificial (7-a-side) 1hr		£79.15	£37.60			
Burnt Oak - Grass Pitch (junior) 7-a-side		£28.20				
Burnt Oak - Grass Pitch (junior) 11-a-side		£38.45				
Leisure Card: 50+ Health swim/year		£86.15				
Toddlers' World sibling price at Burnt Oak				£2.20	£2.20	£2.15
Toddlers' World standard price at Burnt Oak (first child)				£5.60	£4.00	£2.80
Toddlers World (Hendon)				£5.75	£4.15	£2.95
Birthday Parties						
Burnt Oak	£171.00					
Copthall	£171.00					
Church Farm	£155.00					
Hendon	£191.00					
Finchley Lido	£165.00					
Badminton Club - Adult						
Burnt Oak	£5.15	£3.35	£1.60			
Creche						
Burnt Oak		£4.10	£3.35			
Sauna						
Finchley Lido	£11.10	£7.70	£4.10			

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APPENDIX B - GLL Proposed Core Leisure Fees and Charges - Proposed

Activities	2017/18 Proposed - April																	
	Adult Non Member	£ Increase	% Increase	Better H&F Adult	£ Increase	% Increase	Better H&F Adult Con	£ Increase	% Increase	Jnr Non Mem	£ Increase	% Increase	Better H&F Junior	£ Increase	% Increase	Better H&F Jnr Con	£ Increase	% Increase
Swimming																		
Casual Swim - all sessions	£6.65	£0.10	1.5%	£4.65	£0.05	1.1%	£3.35	£0.05	1.5%	£4.10	£0.05	1.2%	£2.70	£0.00	0.0%	£2.00	£0.00	0.0%
Tots Water World	£7.70	£0.05	0.7%	£5.40	£0.05	0.9%	£3.80	£0.05	1.3%									
Swim Only - Monthly				£29.95	£0.00	0.0%												
Health & Fitness																		
Fitness Induction - (All Centres)				£31.65	£0.45	1.4%	£16.55	£0.25	1.5%				£16.65	£0.25	1.5%	£11.80	£0.15	1.3%
Fitness induction and Programme - (All Centres)				£39.00	£0.40	1.0%	£20.30	£0.25	1.2%				£19.45	£0.25	1.3%	£13.90	£0.20	1.5%
Casual Gym (All Centres)				£8.55	£0.10	1.2%	£6.10	£0.05	0.8%				£4.40	£0.05	1.1%	£3.05	£0.00	0.0%
Group Exercise Class (All Centres)	£12.20	£0.15	1.2%	£8.45	£0.10	1.2%	£6.05	£0.05	0.8%									
Water Aerobics Class (1 hr) all centres	£12.20	£0.15	1.2%	£8.45	£0.10	1.2%	£6.05	£0.05	0.8%									
Racket Sports																		
Table Tennis - per table	£11.60	£0.15	1.3%	£8.15	£0.10	1.2%	£6.00	£0.05	0.8%	£7.45	£0.10	1.4%	£6.00	£0.05	0.8%	£3.70	£0.05	1.4%
Badminton - per court	£17.35	£0.25	1.5%	£12.00	£0.15	1.3%	£9.20	£0.10	1.1%	£9.15	£0.10	1.1%	£6.25	£0.05	0.8%	£4.55	£0.05	1.1%
Tennis - 1 hour per court	£9.00	£0.10	1.1%	£6.05	£0.05	0.8%	£4.50	£0.05	1.1%	£4.65	£0.05	1.1%	£3.15	£0.00	0.0%	£2.20	£0.00	0.0%
Courses																		
Gymnastics 1 hour - Hendon only													£7.65	£0.10	1.3%	£5.40	£0.05	0.9%
Gymnastics 1 hour													£6.25	£0.05	0.8%	£4.70	£0.05	1.1%
Football 1 hour													£6.65	£0.10	1.5%	£4.80	£0.05	1.1%
Badminton 1 hour													£6.65	£0.10	1.5%	£4.80	£0.05	1.1%
Trampoline 1 hour - Hendon only													£7.65	£0.10	1.3%	£5.40	£0.05	0.9%
Tennis 1 hour													£8.40	£0.10	1.2%	£5.95	£0.05	0.8%
Pilates 1 hour																		
Swimming 30 mins													£6.95	£0.10	1.5%	£4.85	£0.05	1.0%
Swimming 45 mins													£7.15	£0.10	1.4%	£4.90	£0.05	1.0%
Parent & Baby 30 mins													£6.95	£0.10	1.5%	£4.85	£0.05	1.0%
Synchronised Swim 45 mins													£6.95	£0.10	1.5%	£4.85	£0.05	1.0%
Drop In Sessions																		
Fun Session										£4.15	£0.05	1.2%	£2.70	£0.00	0.0%	£2.00	£0.00	0.0%
Gymnastics Session - Adults	£16.85	£0.25	1.5%	£11.75	£0.15	1.3%	£8.30	£0.10	1.2%									
Gymnastics Assessment	£17.05	£0.25	1.5%	£17.05	£0.25	1.5%	£17.00	£0.25	1.5%									
Burnt Oak - Floodlit artificial full size pitch - 1 hr				£96.60	£0.00	0.0%												
Burnt Oak - Floodlit artificial (5-a-side) 1hr				£48.20	£0.00	0.0%	£22.60	£0.00	0.0%									
Burnt Oak - Floodlit artificial (7-a-side) 1hr				£79.15	£0.00	0.0%	£37.60	£0.00	0.0%									
Burnt Oak - Grass Pitch (junior) 7-a-side				£28.20	£0.00	0.0%												
Burnt Oak - Grass Pitch (junior) 11-a-side				£38.45	£0.00	0.0%												
Leisure Card: 50+ Health swim/year				£87.00	£0.85	1.0%												
Toddlers' World sibling price at Burnt Oak										£2.20	£0.00	0.0%	£2.20	£0.00	0.0%	£2.15	£0.00	0.0%
Toddlers' World standard price at Burnt Oak (first child)										£5.65	£0.05	0.9%	£4.05	£0.05	1.3%	£2.80	£0.00	0.0%
Toddlers World (Hendon)										£5.80	£0.05	0.9%	£4.20	£0.05	1.2%	£2.95	£0.00	0.0%

	Adult Non Member	£ Increase	% Increase	Better H&F Adult	£ Increase	% Increase	Better H&F Adult Con	£ Increase	% Increase	Jnr Non Mem	£ Increase	% Increase	Better H&F Junior	£ Increase	% Increase	Better H&F Jnr Con	£ Increase	% Increase
Birthday Parties																		
Burnt Oak	£171.00	£0.00	0.0%															
Copthall	£171.00	£0.00	0.0%															
Church Farm	£155.00	£0.00	0.0%															
Hendon	£191.00	£0.00	0.0%															
Finchley Lido	£167.00	£2.00	1.2%															
Badminton Club - Adult																		
Burnt Oak	£5.20	£0.05	1.0%	£3.40	£0.05	1.5%	£1.60	£0.00	0.0%									
Creche																		
Burnt Oak				£4.15	£0.05	1.2%	£3.40	£0.05	1.5%									
Sauna																		
Finchley Lido	£11.25	£0.15	1.4%	£7.80	£0.10	1.3%	£4.15	£0.05	1.2%									

	<p>Adults and Safeguarding Committee 10 November 2016</p>
<p style="text-align: right;">Title</p>	<p>Adults and Safeguarding Committee Work Programme</p>
<p style="text-align: right;">Report of</p>	<p>Governance Service</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Committee Forward Work Programme</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Anita O'Malley, Governance Team Leader Email: anita.vukomanovic@barnet.gov.uk Tel: 020 8359 7034</p>

Summary

The Committee is requested to consider and comment on the items included in the 2016/17 work programme

Recommendations

1. That the Committee consider and comment on the items included in the 2016/17 work programme

1. WHY THIS REPORT IS NEEDED

- 1.1 The Adults and Safeguarding Committee Work Programme 2016/17 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This approach allows the Committee to respond to Adults and Safeguarding related matters of interest in the Borough.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 None in the context of this report.

5.3 Social Value

- 5.3.1 N/A

5.4 Legal and Constitutional References

- 5.4.1 The Terms of Reference of the Committee is included in the Constitution, Responsibility for Functions, Annex A.

5.5 Risk Management

5.5.1 None in the context of this report.

5.6 Equalities and Diversity

5.6.1 None in the context of this report.

5.7 Consultation and Engagement

5.7.1 None in the context of this report.

5.8 Insight

5.8.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**Adults and Safeguarding
Committee Forward Work
Programme**

November 2016

Contact: Anita O'Malley 020 8359 7034 anita.vukomanovic@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
23 January 2017			
Adults and Safeguarding Performance Report	That the Committee note the progress made in 2016/17 and agree to use the information provided to help in future decision making.	Commissioning Director (Adults and Health), Adults and Communities Director	Non-key
6 March 2017			
Items to be allocated			
Adults Social Care Alternative Delivery Model: Update Report	Committee to receive a report following up on the two options presented 19th September: <ul style="list-style-type: none"> • In house • Shared service with NHS 	Commissioning Director (Adults and Health)	Non-key